

MOTIVATION AND JOB SATISFACTION

A STUDY OF ASSOCIATES OF PUBLIC AND PRIVATE SECTOR

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INTRODUCTION

"WE are the best pay masters in our field, yet attrition rate does not go down." "Our company has the best of technology and equipment; still it is becoming difficult for us to achieve our targets." "We are providing the best policies in the market but sadly we are not able to retain the good employees." "We have the best of employees in terms of technological knowledge and experience, yet they are not giving their best performances." "Our company is a big name in the market and employees stays with us but our recent survey on job satisfaction brought shocking results." These are the common concerns that many business managers are facing today. But they have not been able to get the bottom-line that is job satisfaction and motivation as predictors of performance. The size of business is irrelevant. Nature of technology is irrelevant. What is relevant is whether you are able to motivate your employees? Motivation has direct impact on the output of business and it also influences quantity and quality.

Motivation is the key to organizational effectiveness and is a predictor for performance and job satisfaction. Although large scale complex organizations have existed for several hundred years, managerial attention to the role of motivation in such organization is a most recent phenomenon.

The gurus of workplace motivation vouch for motivators beyond money- money is not what makes the world go. It is the realization of personal need satisfaction. Man works to satisfy his higher order needs- need to be recognized, to be appreciated, and to feel a sense of achievement in whatever he does.

Review of Literature

Ujjain (2004) partner of a relatively young yet successful advertising agency says, "It's the challenges in the current job that often do the trick" (p.1). He further reports the case of a young woman who left her permanent job in a reputed agency to join her company. When asked, she replied quite categorically that in her previous job she did not have much to do while here she would like to add a few more interesting features to her CV. In an interview with General Manager (HR) of JCB- India Ltd. (one of the most successful companies in terms of HR policies), when asked that despite such good policies, people still quit, why? Kapur replied that people don't always quit for money, although that's an important consideration. They mainly quit because they were dissatisfied with their profiles; there was no career progression in their role, or the organization failed to match their aspirations (Ujjain 2004, p.6).

All employers want their people to perform to the best of their abilities and they take great pains in ensuring that they can provide all the necessary resources and a good working environment in order to

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keep their employees motivated. Yet motivation remains a difficult factor to manage because employees' aspirations and targets do not always match with what their employers can provide.

People do not change changing places; we remain same individuals whether at work place or at home. So understanding individual person related needs can give better insight to managing human motivation. Job satisfaction and motivation reinforce each other, strengthen each other and promote each other. If the employee is satisfied on job performance he tends to be motivated and vice-versa. Frankl (1984) suggests that motivation reflects people's search for meaning and that job satisfaction may reflect the degree to which people have found meaning in their work. Sylvia and Hutchinson (1985) prophesies that true job satisfaction is derived from the gratification of higher- order needs i.e. social relations, esteem, and self actualization rather than lower- order needs.

The identification of need structure of the employees, role of various motives in individual's satisfaction and performance in the organization as well as in the group performance is mandatory for effective working of the individual as well as the organization.

Roy and Raja (1974) reviewed a number of studies on motivation and concluded that for supervisors and middle- level managers, promotion is an important incentive as well as a dissatisfier. Recognition is another job factor causing both satisfaction and dissatisfaction. Reasons which contribute to dissatisfaction are lack of adequate organizational policy and administration, lack of technically competent and sympathetic supervision, unfriendliness of superior and lack of opportunity for growth. First line supervisors value income, promotion, job security and working conditions most. Middle level managers value advancement, type of work and earnings. Senior managers, on the other hand value feeling of worthwhile accomplishment, recognition of good work done and decision making authority.

In a study conducted over 2000 managers, Porter and Lawler (1968) found that the managers at all levels had similar security and social needs. Satisfaction of three higher order needs varied with the levels. Social, esteem, and self actualization needs were satisfied more often in the middle than in the lower management levels. The needs of the lower level managers in small size companies were more satisfied than those in larger companies and in the organizations where authority level were few the needs of lower level managers were more often satisfied while in multi hierarchical structures the needs of managers at higher levels were more often satisfied.

In Indian organizations, Narain (1973) in a study of 1213 public sector managers found that managers at all levels recognized security as the most important need to be satisfied and satisfaction of ego and self actualization needs increased with higher levels of managerial hierarchy. In another study on 84 semi- government employees Saiyadain (1977) found that satisfaction of social and security needs was equally emphasized by all levels and as far as ego and self actualization is concerned the higher the level, the higher was their satisfaction. Prasad (1979) in a study of 400 workers found that Indian workers irrespective of the level of skill generally attach more importance to good wages, job security, promotion and growth and appreciation of work.

Dayal and Saiyadain (1970) in a study on 40 personnel found that the factors contributing to work satisfaction in order of importance are: achievement, recognition, work itself, responsibility, interpersonal relationships, achievement and growth. The factors leading to dissatisfactions are supervision, working conditions, company policies and administration. Pestonjee and Basu (1972) conducted a study on 80 executives and found that motivators (achievement, recognition, responsibility etc.) were found to contribute significantly more towards job satisfaction than hygiene (job) factors in public sector, while in private group motivators contributed significantly towards the feeling of dissatisfaction.

Singh and Srivastava (1983) collected data on the need for achievement and job satisfaction of 150 blue

collar workers half low producing and other half high producing on the basis of 'hours saved'. Their results suggest significant positive relationship between satisfaction and productivity for high achievers than for low achievers.

Various studies have been conducted to ascertain the top five factors contributing to job satisfaction of managers and supervisors. Ganguli (1954) found adequate money, promotional opportunity, job security and sympathetic treatment from boss as most important factors contributing to job satisfaction in a sample of first line supervisors. Lahiri and Srivastva (1967) on a sample of 93 middle level managers found responsibility, domestic life, accomplishment, job security and utilization of abilities on the job as top five factors contributing to job satisfaction. Sawlapurkar et.al. (1968) found job contents, opportunity for advancement, job security, boss and company itself as most important factors contributing to job satisfaction on a sample of middle managers. Padaki and Dolke (1970) on a sample of 150 supervisors found recognition, achievement, salary, promotion and responsibility as most important factors contributing to job satisfaction. Bhattacharya (1972) on a sample of 210 managers found feeling of doing a worthwhile job, obtaining cooperation from people, matching ability with job and recognition outside the company as most important factors contributing to job satisfaction. Singhal and Upadhyaya (1972) found opportunity for promotion, job security, working condition, work group and opportunity for growth use of abilities, responsibility, home life, recognition and working conditions as most important factors contributing to job satisfaction of supervisors. Kumar, Singh and Verma (1981) use of abilities, responsibility, home life, recognition and working conditions as most important factors contributing to job satisfaction of 117 supervisors. Pareek and Keshato (1981) found nature of work, adequate earning, responsibility, independence, respect and recognition and achievement as most important factors contributing to job satisfaction of middle managers. Lal and Bhardwaj (1981) found relation with coworkers, responsibility, relation with supervisor, supervisor's help in work; work itself as most important factors contributing to job satisfaction of supervisors. Joshi and Sharma (1997) found job contents, training, participative management, communication and advancement as most important factors contributing to job satisfaction of 125 managers.

A number of studies have been conducted to find out the factors contributing to job satisfaction of workers and researchers found earnings, job security, free medical aid, sympathetic supervisor, leave with more pay, opportunity for advancement, suitable work according to health, comfortable working conditions, adequate personal benefits, good personal relations with colleagues and supervisors, recognition, achievement, and promotion as important factors (Bose, 1951; Ganguli, 1954; Ganguly, 1958; Sinha, 1958; Singh & Wherry, 1963; Lahiri & Choudhari, 1966; Kapoor, 1967; Vaid, 1968; Desai, 1968; Mukherjee, 1968; Rao & Ganguli, 1971; Sinha, 1974; Lal & Bhardwaj, 1981; Prakasam, 1982; Misra, 1983; Nazir, 1998).

Objectives

1. To study the relationship between the job satisfaction and various motivational need at different managerial, supervisory and staff levels.
2. To find the effect of various motivational needs on job satisfaction at different level of associates.
3. To find the relationship between need for autonomy and job satisfaction at all levels.
4. To find the relationship between need for self actualization and job satisfaction for top level associates.

Hypotheses

- There is no relation between the job satisfaction and various motivational need at different managerial, supervisory and staff levels.
- There is no effect of various motivational needs on job satisfaction at different level of associates.

- There is a positive correlation between need for autonomy and job satisfaction at all levels.
- There is a positive correlation between need for self actualization and job satisfaction for top level associates.

Methodology and Research Design

Sample

The sample consisted of 480 associates of public and private sector in the age range of 20-55 years out of which 120 were top level managers, 120 were middle level managers, 120 were supervisors and 120 were workers.

Tools Used

Employee's Motivation Schedule (Srivastva, 1999): Employee's motivation schedule was developed by A. K. Srivastva in 1999 to assess the level of motivation of the employees. The development of this test is based on the assumption that the individuals operating in context of industries are motivated by a number of needs, individually or in different combinations. This scale purports to assess the magnitude of work motivation generated by following needs of the employees:

1. Need for personal growth: Improvement of self and of competence, learning new things.
2. Need for achievement: High production, goal achievement and competition.
3. Need for self-control: Alert sincere to job responsibilities, attainment of goal dead line.
4. Need for monetary gains: Immediate monetary gains or rewards, increments and in salary or wages.
5. Need for non- financial gain: Status, recognition, appreciation and prospects.
6. Need for social affiliation and conformity: Participation, co-operation, group influence and group conformity.
7. Need for autonomy and self- actualization.

The test contains 70 items related to these 7 need dimensions. All the items are "true keyed" and are to be responded on a four-point scale ranging from always to never and scored from 4 to 1 respectively. The test retest reliability of the seven dimensions is as follows: Need for personal growth (0.86), Need for achievement (0.84), Need for self-control (0.84), Need for monetary gains (0.81), Need for non- financial gain (0.83), Need for social affiliation and conformity (0.84), Need for autonomy and self- actualization (0.79). Validity of the scale as also established and correlated with job involvement and role stress for all the dimensions. All the dimensions were found to be positively correlated with job involvement and negatively correlated with role stress. The total scale has a high positive correlation with job involvement and negative correlation with role stress. It takes around 25 minutes to complete this test and it can be administered both individually and in group.

Job Satisfaction Scale (Dubey, et. al., 1989): This scale was developed by Dubey, Uppal and Verma in 1989. The purpose of this test is to measure job satisfaction in industrial and banking setup. The test can be administered both individually and in group. The test contains 25 items which are rated on 5 point scale ranging from strongly agree to strongly disagree and the scores ranges from 0 to 4. Test-retest reliability of the scale is 0.64 and split half reliability coefficient is 0.72. The scores of this scale are independent of age, education and salary. It takes around 20-25 minutes to complete this test.

Procedure

The Employee Motivation Schedule and Job Satisfaction Scale were administered individually to the subjects. Responses of the subjects were scored on both the tests according to manuals.

Findings

Pearson Correlation was employed to see the interrelationship between job satisfaction and various motivational needs (Table I) and Regression was applied to find the effect of various motivational needs on job satisfaction (Table II) for different level of associates.

The results show significant positive correlation between job satisfaction and need for autonomy and self actualization of top level managers (Table I) and need for autonomy and self actualization is a

Table 1: Correlation of Job Satisfaction with Various Motivational Needs for Different Level of Associates

	Npg	Nach	Nsc	Nmg	Nnfg	Nsac	Nasa
TL	–	–	–	–	–	–	.184*
ML	–	–	.231*	.216*	-.247**	.256**	–
SUP	–	–	.195*	–	–	–	–
WRK	.208*	–	.290*	–	–	–	–

(Note: Only significant correlations are reported)

Significant at .05 level, ** Significant at .01 level,

For level of employees- N= 120, df = 118

Npg Need for Personal Growth

Nasa Need for Autonomy and Self Actualization

Nach Need for Achievement

TL Top Level Managers

Nsc Need for Self Control

ML Middle Level Managers

Nmg Need for Monetary Gains

SUP Supervisors

Nnfg Need for Non Financial Gains

WRK Workers

Nsac Need for Social Affiliation and Conformity

Table 2: Linear Regression of Job Satisfaction on Various Motivational Needs for Different Level of Associates

Employees	Variables	Standardized Beta Coefficients	t	Level of Significance
Top Level Managers	Nasa	.283	2.58	<.01
Middle Level Managers	Nsc	.333	2.71	< .01
	Nmg	.218	2.34	<.05
	Nnfg	-.32	-3.65	<.01
Supervisors	Nsc	.206	2.02	<.05
Workers	Nsc	.257	2.51	<.05

Note: Only significant regressions are reported

significant positive predictor of job satisfaction for them (Table II). This suggests that for top level managers fulfillment of self actualization need is what motivates them. This is so because they have already achieved the lower levels of growth hierarchy.

The significant positive correlation was found between job satisfaction and need for self control, need for monetary gains and need for social affiliation and conformity. Significant negative correlation was found between job satisfaction and need for non financial gains for middle level managers (Table I). The results also indicate that need for self control and need for monetary gains have significant positive effect on job satisfaction. Need for non financial gains have significant negative effect on job satisfaction for middle level managers (Table II). This suggests that although participation, cooperation and group conformity (need for social affiliation and conformity) boost job satisfaction of middle level managers along with need for self control and need for monetary gains, but it does not directly affect their job satisfaction. This means even if they do not get cooperation from their group, it will not lead to their job dissatisfaction. However if their need for monetary rewards and self control is not fulfilled, it can create job dissatisfaction in them. Further, results indicate that their need for non financial gains (i.e. recognition, appreciation etc.) has a significant negative effect on their job satisfaction. This means that only giving praises and recognition will only frustrate them since it does not meet their materialistic needs. This level of managers are at a stage of their life and career, where they need to establish themselves and secure their future too.

The results of supervisors show that significant positive correlation existed between job satisfaction and need for self control for them (Table I) and it has significant positive effect on job satisfaction of supervisors too (Table II). The supervisory jobs are such where supervisors need to meet dead lines and get work done, self- control in them leads to sincerity and responsibility towards their jobs. In Indian organizations fulfilling this responsibility will earn them rewards, recognition, and fetch them promotion up the ladder.

With regard to results of workers it was found that there was a significant positive correlation between job satisfaction and need for self control and need for personal growth (Table I). Need for self control has significant positive effect on job satisfaction of workers (Table II). The results suggest that though opportunities to improve one's self and competence and learning new things boost the job satisfaction of workers but only attainment of goal dead line and sincerity have significant effect on their job satisfaction. This is because like supervisors, workers' worth is also measured only through his task performance and this indirectly measures his sense of sincerity and responsibility.

Summary Findings and Conclusions

The results show significant positive correlation between the job satisfaction and need for autonomy and self actualization of top level managers. The significant positive correlation was found between the job satisfaction and need for self control, need for monetary gains and need for social affiliation and conformity of middle level managers. Significant negative correlation was found between job satisfaction and need for non financial gains of middle level managers. There was a significant positive correlation between job satisfaction and need for self control of supervisors and significant positive correlation between job satisfaction and need for self control and need for personal growth in workers. Regression was applied to find the effect of various needs on job satisfaction at different levels. The results show that need for autonomy and self actualization is a significant positive predictor of job satisfaction for top level managers. Need for self control and need for monetary gains are predictors of job satisfaction of middle level managers. Need for non financial gains have significant negative effect on job satisfaction of middle level managers. Need for self control has significant positive effect on job satisfaction of supervisors and workers.

Managerial Implications

While there is no single strategy to manage people, all of who have different needs, backgrounds and expectations. By creating an environment that promotes job satisfaction, companies can develop employees who are motivated, productive and fulfilled by adopting good HR policies. This, in turn, will contribute to higher quality of performance and job satisfaction. Here are some suggestions how a manager can fulfill certain motivational needs which effects the job satisfaction of employees.

Achievement: Manager should ensure that the employee is placed in the positions that uses his talents and are not set up for failure. Manager should set clear, achievable goals and standards for each position, and ensure that employees know what those goals and standards are. Employees should also receive regular, timely feedback on how they are doing and should feel they are being adequately challenged in their jobs. they should also take care not to overload employees with challenges that are too difficult or impossible, as that can be paralyzing.

Recognition: Individuals at all levels in the organization want to be recognized for their achievements. Management should sincerely appreciate employees by praising them on regular basis for doing good job. This should be done promptly. It can be done by publicly thanking them for handling a situation or by writing a note of praise. If appropriate an increment can also be given. The manager can even establish a formal recognition program, such as “employee of the month.”

Responsibility: Employees will be more motivated to do their jobs well if they have ownership of their work. This requires giving employees enough freedom and power to carry out their tasks so that they feel they “own” the result. As individuals mature in their jobs, managers can provide opportunities for added responsibility. However, managers should keep a watch that more work is not added simply, instead they can find ways to add challenging and meaningful work, perhaps giving the employee greater freedom and authority as well.

Advancement: Managers can be rewarded for their loyalty and performance with advancement. If a valuable employee can not be promoted to an open position, consider giving him or her a new title that reflects the level of work he or she has achieved. When feasible, support employees by allowing them to pursue further education, which will make them more valuable to you and more fulfilled professionally.

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