



JOB SATISFACTION AND WORK MOTIVATION: A CORRELATIONAL STUDY

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Abstract: The objective of the present study is to find out the Job Satisfaction and Work Motivation level of the teaching staff of private institutions and to find out the correlation between them. To fulfill this purpose Job Satisfaction Scale by B.L. Dubey and Work Motivation Questionnaire by K.G. Agarwal was converted into a google form and were implemented on a sample of 40 participants, using the snowball sampling method. The results showed that the mean score in job satisfaction scale (64.5) fell in the average range of satisfaction and for the work motivation the mean score (89.1) again depicted an average range. A positive and strong correlation (0.81) was found between job satisfaction and work motivation of the teaching staff. The study concluded that a correlation exists between the variables and the participants were moderately satisfied and motivated with their job.

Index Terms: Job Satisfaction, Work Motivation, Teaching staff

INTRODUCTION

Many writers have provided definitions to help us grasp the idea of motivation and express its inherent complexity. Atkinson (1964) defines motivation as "the present (immediate) impact on action's goal, energy, and perseverance." (Placeholder1) According to Campbell and Pritchard (1976), an individual's motivation is the result of a series of independent/dependent variable relationships that, when controlled for factors such as a person's innate abilities, their level of experience with the task at hand, and the constraints imposed by their environment, explain the nature, magnitude, and duration of that person's behaviour. Kanfer (1990) offers a different definition of motivation as a series of psychological processes included in the arousal, direction, intensity, and persistence of goal-directed voluntary acts.

Defining work motivation as a "broad concept referring to the circumstances and processes that account for arousal, direction, amplitude, and maintenance of effort in a person's job" (Katzell & Thompson, 1990), work motivation encompasses all of these aspects. Work motivation may also be characterised in terms of the "system of energetic forces that arise both inside and outside an individual's existence, to launch work-related behaviours, and to govern its shape, direction, intensity, and length" (Pinder, 1998). Two key aspects of this working definition of motivation are its identification of motivation as an energising force (i.e., one that produces action in employees) and its implication for the intensity, direction, form, and duration of behaviour (i.e., its explanation of what employees of any organisation are motivated to achieve, how they will try to achieve it, how much hard work they will put in to do so, and when they will stop).

Work motivation may also be defined as "the readiness to expend high levels of effort towards organisational objectives, conditional on the capacity of the effort to meet specific individual needs," as Robbins (2005) put it. Lofquist and Davis (1991) defined job satisfaction as the positive emotional response a person has toward the target environment based on his or her assessment of how well the environment satisfies his or her requirements. There are many contributors to job satisfaction, but the key ones may be described along the five dimensions of a job: the nature of the work, monetary compensation, opportunities for advancement, quality of management, relationships with co-workers, and overall atmosphere at the office. The first factor is the nature of the work itself, namely whether or not it offers the employee challenges, autonomy, and the possibility to grow professionally. Research shows that engaging and challenging work are two of the most significant factors in a fulfilling career. The second factor is compensation, or how well employees are paid relative to their peers in comparable organizations. Because of its dual role in meeting both immediate and long-term demands, money is often seen as a reflection of how management and upper-level staff value workers' contributions to the company. Promotions, or the opportunities for professional development and promotion inside an organization, are the third factor. Because promotions come in so many shapes and sizes and come with so many distinct perks, it seems that their impact on workers' happiness is hard to generalize. The fourth factor is a person's supervisor, and it has to

do with the quality of that person's technical support and behavioural reinforcement inside the workplace. There are several methods in which a supervisor may contribute to an employee's sense of well-being on the job. These include asking how the worker is doing and whether or not he or she is having any difficulties with the task, and then offering both one-on-one and group assistance as needed. Finally, the type of one's co-workers is a factor in their level of happiness on the job. If the working circumstances, which include the work environment, are acceptable and up to the mark (i.e. clean surroundings, organized settings, etc.), then the individual or employee will find it easier to carry out his or her duty, which contributes to job satisfaction. (Lofquist and Davis, 1991)

LITERATURE REVIEW

The purpose of Dias et al. (2021) research was to investigate how intrinsic motivation at work influences the effectiveness of high school educators. Both descriptive and inferential statistical techniques were employed in this investigation. This study is an academic inquiry of secondary education in the West Leihitu Sub-District of the Central Maluku Regency. Questionnaires were utilized to collect data, which was then analyzed using descriptive and inferential statistics. The findings indicated that both job enthusiasm and instructor effectiveness are average. When teachers are enthusiastic about their work, it shows in their classroom results. Teachers' intrinsic motivation has a substantial and beneficial effect on their classroom performance, according to the findings of this research.

Study by MA Wildan (2021) investigated the impact of employee empowerment and job motivation on the efficiency of managers. The research method used in this study was a statistical one, with multiple regression analysis being employed on a sample size of 130. In this study, we found that supervisor performance was somewhat influenced by employee empowerment and by job motivation. Positive and statistically significant impacts of employee empowerment and work motivation on supervisor performance were found for all independent variables in the test. Empowerment of workers is a major factor influencing productivity in the workplace.

Research by Usheva et al. (2021) looked at the connection between motivation and a number of different outcomes, such as employee retention, reduced stress, increased job satisfaction, and more initiative on the job, among others. The primary objective was to provide empirical evidence connecting the so-called "match factor" with organizational performance. The research was conducted via a survey with a total of 596 participants from different economic sectors. Regression analysis was used to confirm that the match variable really had a substantial impact on the outcomes. After examining the data, we came to the conclusion that inspiration and productivity go hand in hand.

The impact of job happiness on the productivity of workers in private sector businesses in Peshawar, Pakistan was investigated by Inayat et al. (2021). One hundred eighty workers (N = 180) from private businesses in Peshawar were chosen for this purpose. Sixty workers were chosen at random from three different kinds of institutions: hospitals, banks, and universities. The tools utilized in the research were the Minnesota Satisfaction Questionnaire (MSQ-short version) created by Weiss et al. (1967) and a self-created Performance Evaluation Form (PRF). Research shows that there is a link between the sort of work one does and their level of happiness at work. Employee performance and happiness on the work both showed favorable correlations. Consequently, the research found that contented workers performed better than dissatisfied workers and played a crucial part in the success of their respective companies.

Kumar et al. (2016) conducted research to assess Infosys workers' happiness on the job. The process included identifying both the factors that affect workers' happiness on the workplace and the employees' actual degree of contentment in their positions. Purpose: Learn how people feel about their jobs so you can suggest ways to boost job satisfaction at your firm. In order to conduct the research, a Job Satisfaction Questionnaire was employed. According to the results, workers at Infosys placed the highest emphasis on having positive working connections and a safe workplace. Compensation, perks, and the chance to develop one's career came in a close second. Employees were pleased with their work schedules, working environment, and sick and vacation time but unsatisfied with their level of autonomy on the job. Employees were unsatisfied with their pay and their chances for advancement, but happy with their employment stability, perks, and appreciation for their efforts. According to the findings, the firm should aim to foster long-term connections with its staff by recognizing its most dedicated workers and offering them competitive salaries in line with market norms.

Janardhanan A.K (2011) conducted a research which evaluated how human resource factors affect the satisfaction level of employees in BPCL – Kochi Refinery Limited. It assesses how far welfare and financial factors motivate the employees in the company. This job satisfaction study revealed that grievance handling system, promotion policy, job rotation; participation in decision making has to be improved. It helped management, both to get a better handle on why employees are lagging and to plan better solutions to problems and to assess training needs. This study proves that the employees are satisfied with the medical facilities, pension packages, club facilities and canteen facilities provided by the BPCL – Kochi Refinery Limited. Certain recommendations are given which may be considered by management to satisfy their employees. Thus, the priceless value of human resources is revealed and there lies the need to satisfy them.

METHODOLOGY

3.1 Participants

Forty instructors from various schools in the Delhi and National Capital Regions were recruited for this research. Specifically, we used a technique called "snowball sampling" to acquire our sample. Current study participants may assist recruit more subjects using snowball sampling, a non-probability sampling strategy. The term "snowball" refers to the method's growing sample size, which resembles a rolling snowball. By contrast to probability sampling, in which all individuals of the population have an equal chance of being picked for the study, non-probability sampling involves researchers or other participants choosing the sample. The ages of these contributors ranged from 26 to 50. Participating individuals were chosen according to the following standards:

Inclusion Criteria:

- Teaching staff
- Age range 26-50
- Region Delhi-NCR
- Private Educational Institutions

Exclusion criteria:

- Special Educators
- Government Educational Institutions

3.2 Measures

This study will use a quantitative research design and an ex post facto methodology to acquire its data. When researchers collect numerical data and analyze it using mathematical, statistical, or computational methods, they are doing quantitative research. Quantitative research is a means of gathering data from a large number of people, either via the use of a random sample or by the distribution of surveys, polls, questionnaires, etc. In this instance, data was gathered via the use of quantitative tests administered to the participants.

Job Satisfaction Scale (Dubey, 1989). With a maximum potential score of 100, the Job Satisfaction Scale uses a 25-item survey format with a Likert-type scoring method [from strongly disagree to strongly agree, 0 to 4]. Job satisfaction was higher when respondents answered "strongly agree" to all except the final two questions. The results of this survey will reveal how content your staff is with their current position and working circumstances.

Work Motivation Questionnaire (WMQ) (Aggarwal, 2012)

The participant in this WMQ will be presented with 26 statements, each of which will have five possible answers. Since all of the questions are of the Likert type, the total score is calculated by giving 5 to the most positive answer and 1 to the most negative one.

Each of the six categories—dependency, organizational orientation, work group relations, psychological work incentives, material incentives, and job situation—will be scored independently. Each of the 6 components' Z scores and the combined total score are computed according to the rules laid forth in the handbook.

3.3 Procedure

We used a Google form to gather data using the snowball sampling technique; the job satisfaction scale and the work motivation questionnaire were transformed into the form, and the form was distributed with a short explanation of the research and the instructions of the scales. After the data was collected, everyone was given a score on both scales, and the means, standard deviations, and correlations were evaluated.

3.4 Statistical Analysis

To calculate and analyze the results Correlation was used, which is a measure of degree of relationship between 2 variables and in our study correlation was used to determine the relationship between Job Satisfaction and Work motivation.

RESULTS

The mean scores and the correlation were calculated for the data using Microsoft Excel and are represented in a tabular form below.

Table 1:

Scale	Mean scores	Range	Correlation
Job Satisfaction	64.5	Average	0.81
Work Motivation	89.1	Average	

Table 2:

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Pearson's product-moment correlation

data: Job Satisfaction and Work Motivation
t = 9.416, df = 38, p-value = 1.769e-11
alternative hypothesis: true correlation is not equal to 0
95 percent confidence interval:
 0.7102512 0.9107872
sample estimates:
      cor
0.8366515
    
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DISCUSSION

This research looked at the relationship between job satisfaction and intrinsic motivation in a sample of private school teachers. The data was gathered via distributing a Google Form based on the Job Satisfaction Scale and the Work Motivation Questionnaire. Both scales' scoring systems were used to determine final scores.

Participants' levels of job satisfaction were positively correlated (0.81) with their levels of work motivation. A high degree of correlation indicates that the two variables are highly intertwined; when one variable's value rises, so does the other. Therefore, if job satisfaction rises, so will work motivation, and vice versa. The two are strongly correlated, suggesting that raising the former may raise the latter. Supporting this idea is research by Dias et al. (2021), who found that teachers' intrinsic drive to do well in their jobs significantly improved their students' learning.

Our third hypothesis predicted that there would be no relationship between teachers' levels of job satisfaction and their desire to do their jobs, but the data disproved this expectation. With this newfound knowledge, companies may put these findings to good use: focusing on one element may be all that's needed to boost performance across the board. The time and money saved by doing this kind of research means that the data may be studied further and that appropriate actions can be implemented to achieve the desired goals.

Most respondents to the work satisfaction survey had satisfaction levels somewhere around the median. Having a favorable emotional reaction while working is what we call "job satisfaction." Employees' motivation, output, and dedication all increase when they like their work. Workers who are happy in their positions are more invested in their work and more inclined to go above and beyond. The findings show a medium range for most participants, which indicates that they were neither happy nor unhappy with their work, and that this happiness and involvement translated into superior customer service and the success of the firm. This suggests that firms should take steps to boost employee happiness on the job since, if workers are dissatisfied or just somewhat pleased, their efforts will be less productive and they will suffer as a result.

As before, the Work Motivation Questionnaire's answers show a generally average level of motivation in the workplace. Work motivation refers to the inner and outside drives that motivate a person to begin working and continue doing so for a certain amount of time. Having a lot of drive at work encourages us to put in more effort. Money, perks, and praise from superiors are all examples of extrinsic variables that might encourage us at work. Sometimes external considerations aren't enough to get the job done, and we have to rely on our own intrinsic motivation, such as our interest in the task or our conviction that it's crucial to the company's success. Participants who report a work motivation score in the middle of the range do not believe that their jobs provide them sufficient intrinsic rewards to keep them highly motivated. Organizations should put a premium on employee motivation since human capital is their greatest source of profit. If workers are highly driven, which was not the case with the participants in this research, then productivity increases and a positive work environment may be fostered.

Neither job satisfaction nor motivation were found to be significantly higher or lower than the national average. These ratings may be affected by elements such as job function, job content, job context, work group interactions, work environment, compensation, etc. When a company wants to boost productivity, morale, and the likelihood that its employees will succeed in meeting their personal and professional objectives, it has to fix the problems that are causing its workers to be dissatisfied and unmotivated. These two factors are crucial to the success of both workers and businesses. Organizations may learn about their inadequacies and implement the corrective measures that need to be taken to boost production and management by keeping tabs on employee happiness and motivation. The correlation between employee performance and job satisfaction and motivation has been explored in a number of studies; the findings of these studies suggest that both job satisfaction and motivation affect employee performance.

The continuous situation of switching from offline mode of teaching to online mode in the previous 2 years likely accounts for the average level of the 2 variables. Teachers have a tough time adapting to a new teaching style while keeping up their productivity. Teachers were able to maintain the same level of output after the transition from offline to online mode, but they reported a decrease in both intrinsic motivation and job satisfaction as a result of the increased work pressure they experienced as a result of the change. The effects of those two years are still seen in people's levels of happiness and motivation, even when life is returning to normal. There is hope that these numbers may rise in the future, but for that to happen, schools need to concentrate on keeping their staff engaged via extrinsic and intrinsic incentives, better working conditions, and perks that boost workers' quality of life and sense of worth.

CONCLUSION

The study aimed to identify the job satisfaction level and work motivation of teaching staff, and to see that a correlation exists between them or not. The results showed that majority of the participants were moderately satisfied and motivated with their job, and a positive and strong correlation exists between the 2 variables. The study can be useful in providing interventions to the organizations to improve the satisfaction level and work motivation of their staff members and also it can make it easy for the institutions to understand the relationship, between the 2 factors, so that they can bring improvements in both by working on any one variable.

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