

Job Satisfaction and Employee Motivation: An Empirical Study of Sri Lankan Organizations

Velnampy.T

Senior Lecturer, Dept of Commerce, Faculty of Management Studies and Commerce, University of Jaffna.

TP-0094-21-222-7519(Off), Cell-0777-448352,

Email:tvnampy@yahoo.co.in

Abstract

Satisfaction is considered as most important attitude in motivating people in the Organisations. Hence today's organisations are taking much interest in satisfying employees through various strategies. Congenial working environment and pleasurable work situation will leads to the inspiration of the people which will help to the achievement of individual and organizational goals. The present study is conducted among the Sri Lankan organisations located in Colombo City with the samples of 500 from 125 public and 125 private sector organisations. The study found that satisfaction and motivation are significantly correlated and economic factors are powerful than the other in satisfying employees. Some suggestions are also given, in the paper, to increase the level of satisfaction and motivation.

Key words;-Satisfaction, Motivation, Environment, Behaviour, Commitment

Introduction

Specific employee attitudes relating to job satisfaction and organizational commitment are of major interest to the field of organizational behaviour and the practice of human resource management. To keep the employee satisfaction, they should be inspired in the proper way and the achievement of organizational goals is then possible. Hence it is necessary to see the connection between satisfaction and inducement.

Meaning and Definition

A comprehensive definition of Job satisfaction as involving cognitive, effective and evaluative reactions or attitudes and states it is “a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experience”. Job satisfaction is a result of employees’ perception of how well their job provides those things that are viewed as important. It is generally recognized that job satisfaction is the most important one. Where as inducement represents “an unsatisfied need which creates a state of tension or disequilibrium, causing the individual to move in a goal directed pattern towards restoring a state of equilibrium by satisfying the need” (Vities Morris, 1953)

There are three generally accepted dimensions to job satisfaction:

(i) Job satisfaction is an emotional response to a job situation.

It cannot be seen; it can only be inferred.

(ii) Job satisfaction is often determined by how well outcomes meet or exceed expectations.

For example, if organizational participants feel that they are working much harder than others in the department but are receiving fewer rewards, they will probably have a negative attitude toward the work, the boss, and/or coworkers. They will be dissatisfied conversely if they feel they are being treated very well and are being paid equitably, they are likely to have a positive attitude toward the job. They will be job satisfied.

(iii) Job satisfaction represents several related attitudes:

The following five job dimensions have been identified to represent the most important characteristics of a job about which employees have effective responses.

- a) The work itself - Interesting tasks, opportunities for learning, accept responsibility.
- b) Pay - Financial remuneration.
- c) Promotion opportunities - Chances for advancement

- d) Supervision - ability of the supervisor to provide technical assistance & behavioural support.
- e) Coworkers - Technically proficient of fellow workers and socially supportive.

Review of Literature

Satisfaction refers to the overall positive feelings people have about an organization; It can be measured informally by listening to people talk or by asking them how they feel about the organization. It can also be measured through focus groups or by administering attitude surveys to employees, customers, and/or vendors. (Curtis.W.C. and Philip.L.H. 2001)

Hoppock (1935) observed that Job satisfaction is a combination of psychological, physiological and environmental circumstances that cause a person to say “I am satisfied with my job”. The Seidman and Watson (1940) reported that congenial working condition, social contact, responsibility, prestige, recognition, friendly association, and variety of duties are more important contributing factors in job satisfaction than salary and Herzberg (1959) identified the factors as “hygiene factors” which serves as a potential dissatisfier and “Motivators” which gives the motivation through satisfaction.

Vroom (1964) evolved a significant correlation between job behaviours and job satisfaction. Lawler and Porter suggested that performance increases satisfaction through the intermediate effect of rewards and inducement is to create conditions in which people are willing to work with zeal, initiative, interest, and enthusiasm with a higher personal and group moral satisfaction with a sense of responsibility, loyalty, and discipline and with pride and confidence (Mamoria 1996)

Dehiggama Nayana (1996) expressed that the satisfactory level of monetary incentive perceived by the employees leads to achieve the productivity objectives of organizations. Further he found, in general, most organizations have failed to achieve their main objectives behind monetary incentive schemes and Ganesan et al (2002) found out most important satisfactoral factors like working condition, level of supervision, communications, worker participation and interpersonal relationships in inducing people and employer – labour relations climate in the organization which would result in improved climate and productivity.

Thus various studies have been done on “satisfaction and inducement”. But a perfect comparative study has not yet been made on this area in Sri Lanka Organizations. Hence the present study is conducted to verify role of satisfactoral factors in inducing people.

Objective of the Study

The main object of the study is to examine the relationship between the job satisfaction and inducement, and the specific objectives are given below;

- 1) To identify the satisfactoral factors which influence inspiration of people in Sri Lankan Organizations.
- 2) To asses the degree of satisfaction of employees in public and private sector organizations.
- 3) To suggest the organizations to make suitable action in their satisfactoral factors.

Data Collection

Primary and Secondary data have been used for the study. Primary data have been collected through the questionnaire distributed among the people in public and private sector organizations and secondary data have collected from books, journals, magazines, etc.

Hypothesis

H₁ :- There is a positive relationship between Job Satisfaction and motivation

H₂ :- Economic factors are the key elements in motivating people.

H₃ :- An association can be noticed among psychological benefits and motivation.

H₄ :- Employees are highly inspired by psychological benefits than the economic factors.

Sampling Design

The study is confined only to the public and private sector organizations in Colombo City. Stratified random sampling technique was used to select the sample. Thus totally 125 public and 125 private sector organizations have been identified in Colombo City. From there 20% of the organizations $((20\% \times 125) + (20\% \times 125)=50)$ have selected for the study. It has been decided to select data from 20 respondents from each of the selected sampling unit. But the study has the number of ultimate sample of 500.

Methodology

The two instruments are used to measure the level of satisfaction and motivation of the people. Twenty statements have given to measure the perception peoples' motivation and fifteen for satisfaction with seven point scale ranging from "strongly, agree" to "strongly disagree" based on the total score of a respondent, the level of motivation and satisfaction have been identified.

Limitation of the Study

- 1) The study is delineated only to the selected employees of public and private sector organizations in Colombo City.
- 2) Only the Medium and large scale organizations are selected.

Results

The level of satisfaction has been found high in both public and private sector organizations. The high level of satisfaction for public sector is 70% which is less than that in private sector with 73.1%. The low and moderate level of satisfaction for public sector are 13.3% and 16.7% which is higher than for private sector with 12.7% and 14.2% respectively.

Following the above analysis, the satisfactoral factors have been identified. A list of some such items was prepared and the people were asked to rank order them in terms of their availability and importance to workers. Their rankings are given below. 1 indicates the highest rank and 8 the lower rank.

Table 1 The Satisfactoral factors ranked by the employees in Public and Private sector Organizations

Sr. No.	Satisfactoral Factors	Ranking	
		Public Sector	Private Sector
1.	Goods interpersonal relationships	1	1
2.	Freedom o work	2	2
3.	Pay and fringe benefits	5	3
4.	Social relationships	3	4
5.	Safety in work	6	5
6.	Good working conditions	4	6
7.	Flexible rules and regulations	8	7
8.	Participation in decision making	7	8

Source : Syrvey Data

Table 1 indicates that Good interpersonal relationships and freedom of work were ranked based on the perception of people as the most significant satisfactoral factors in both the sectors. Like that, feasible rules and regulations, and participation in decision making and considered as the least important factors.

Then the satisfactoral factors and analyzed in depth to find out the most significant factor on the perception of employees and the results are tabulated below.

Table 2 : Significance mean Difference between Employees of both the sectors on satisfactoral factors.

Satisfactoral Factors	Public Sector		Private Sector		M.D.	t – Value
	Mean	S.D	Mean	S.D.		
Financial Remuneration	5.02	2.02	5.38	1.70	0.36	3.365 [*]
Fringe benefits	4.90	1.90	5.21	1.70	0.31	3.010 [*]
Appreciation	4.60	1.80	4.72	1.85	0.12	2.051 [*]
Promotion	5.23	2.12	5.65	1.87	0.42	3.137 [*]
Participation in decision making	4.78	1.82	4.76	1.80	0.02	0.091
Responsibility	4.71	1.88	4.70	1.97	0.01	0.097
Challenging Job	4.82	1.95	4.92	1.96	0.10	1.576
Supervision	5.07	1.92	5.45	1.68	0.38	2.812 [*]

Source : Survey Data

Above table indicates that the private sector employees gave much important to satisfactoral factors. Financial remuneration, fringe benefits, promotion and supervision are the most significant factors in satisfaction at 0.05 level.

Correlation analysis was carried out to assess the relationship between satisfaction and motivation.. Thus the correlation value was 0.742 and 0.744 which are significant at 0.01 levels in both the public and private sectors.

t-test was used to find out the significant difference between in economic and psychological factors. t-value was 29.502 which is significant at 0.05 level. Hence there is a significant difference between the two factors. Mean value indicates that the employees in both the sectors expresses their greater importance on economic factors and H_4 is rejected. Further it supported that economic factors are the key element in motivating people (H_2)

The satisfactoral factors, indicated in Table 2 are categorized into major three groups as economic benefits, social benefits and psychological factors and then the association between these three group factors and motivation has been tested which are presented in Table 3.

Table 3 Association among satisfactoral factors and inducement in both the sectors

Variables	Motivation		Economic Benefits		Social Benefit		Psychological Benefits	
	Public	Private	Public	Private	Public	Private	Public	Private
Motivation	1.000	1.000	0.767**	0.792**	0.755**	0.789**	0.830**	0.796**
Economic Benefits	0.767**	0.791**	1.000	1.000	0.708**	0.792**	0.763**	0.784**
Social Benefit	0.755**	0.789**	0.708**	0.792**	1.000	1.000	0.647**	0.667**
Psychological Benefits	0.830**	0.796**	0.763**	0.784**	0.647**	0.667**	1.000	1.000

Source; Survey Data

** Significant at 0.01 level

Table 3 evolves the correlation value among the variables. It indicates that the economic factors (0.767 and 0791) are highly correlated with motivation in both the sectors. Like

wise, social benefits and psychological factors are highly correlated with motivation. Therefore, there is a positive association between satisfaction and motivation in public and private sector organizations.

Multiple regression analysis was carried out to know the effect of different group of satisfaction factors on inspiration that is tabulated below.

Table 4 : Multiple Regression Analysis for satisfaction in Motivation in both the sectors.

Variable	Public	Private	B		t - value		Significant at 0.01 level
			Public	Private	Public	Private	
R	0.883	0.872	-	-	-	-	-
R ²	0.780	0.760	-	-	-	-	-
F	419.643	326.799	-	-	-	-	-
Constant			10.652	10.043			
Economic factors	-	-	0.643	0.624	3.657	2.973	0.000
Social Benefits	-	-	1.258	1.519	8.758	8.419	0.000
Psychological Factors	-	-	1.726	1.305	12.775	9.124	0.000

Source: - Survey Data

Table 4 shows that economic factors, social benefits and psychological factors are the most significant factors on motivation. Hence these factors contribute significantly to inspire the people in both public and private sector organizations.

Conclusion

The study indicates that the level of satisfaction was high in both the sectors. Satisfaction is positively correlated with motivation which says that highly satisfied people are highly inspired in the job. Among the various factors, financial remuneration, fringe benefits, promotion and good supervision are the most significant factors, As compared to psychological factors employees are highly inspired by economic factors and among the other group of factors (Economic and social) economic factors are the key factor in motivating people whatever there is an association among psychological benefits and motivation.. Multiple regressions indicate that satisfactoral factors are contributing significantly to inspire the people in both public and private sector organizations.

Suggestions:

The following suggestions are given to increase the level of satisfaction of people in order to inspire them.

1) Have a fair pay, benefits, promotion opportunities and good supervision:

Apparently, these are the ways that organizations typically try to keep their employees satisfied. Because these have been found out as the most significant satisfactoral factors. An important way to make benefits more effective would be to provide a flexible. This allows employees to choose their own distribution of benefits within the budgeted amount available. This way there would be no discrepancies between what they want, because it's their choice. In other words, reward system should be designed based on the life style and expectation of the people.

2) Praise and recognition:

Praise and recognition from supervisors is among the most important motivators for employees. Employees want to be recognized and valued for their contributions. It is

important that supervisors recognize the importance of sincerely thanking employees both verbally and in writing for their specific contributions.

3) Challenging work and performance related pay:

Providing challenging work assignments for high performing employees and performance related pay are another way to make satisfaction.

4) Match people with job that fit their interest and skills:

Getting the right fit is one of the most important ways to have satisfied employees. This, of course, assumes that the organization knows what those interest and skills are. Effective human resource management firms such as Disney, Ford, IBM and Kodak put considerable effort into finding out interest and skills of potential new hires, as well as exiting employees, in order to make the match or fit with the right job.

5) Design jobs to make them exciting and satisfying:

Instead of finding people to fit the job as in 4, this approach suggests designing jobs to fit the people.