
THE RELATIONSHIP BETWEEN WORK MOTIVATION AND JOB SATISFACTION

Nadia Ayub
Department of Business Psychology
Shagufta Rafif
Department of Management
College of Business Management, Karachi

Abstract

Numerous researchers investigated the relationship between job satisfaction and work motivation in diversified professions but none investigated bank managers in Pakistan. Therefore, the current study attempts to explore the relationship between work motivation and job satisfaction. Based on the literature review two hypotheses were formulated 1) There will be positive relationship between work motivation and job satisfaction, and 2) There would be a gender difference on the variable of work motivation and job satisfaction. To assess job satisfaction, "Job Satisfaction Survey (JSS; Spector, 1997)", and for motivation, "Motivation at Work Scale (MAWS, Gagné, M., et.al, 2010)", were used. The sample of the study consists of 80 middle managers (46 males; 34 females) from different banks of Karachi, Pakistan. A Pearson Product Moment Correlation Coefficient was calculated for the correlation between the work motivation and job satisfaction. In order to find out gender differences t test was computed. In conclusion, the findings of the study suggest that there was a positive correlation between work motivation and job satisfaction. Furthermore, there was a significant gender difference on the variable of work motivation and job satisfaction.

Keywords: Motivation, job satisfaction, gender difference

JEL Classification: J81, O15, Z13, J28

*An earlier version of this refereed paper was presented at the first Business Psychology Seminar held by the Department of Business Psychology IoBM in November, 2010

Introduction

The relationship between job satisfaction and motivation at work has been one of the widely researched areas in the field of management in relation to different professions, but in Pakistan very few studies have explored this concept especially on banking sectors employees. According to Khan (1997), in the current business environment, organizations in all industries are experiencing rapid change, which is accelerating at an enormous speed. Finck et al. (1998) also stated that companies must recognize that the human factor is becoming much more important for organizational survival, and that business excellence will only be achieved when employees are excited and motivated by their work. In addition, difficult circumstances, such as violence, tragedy, fear, and job insecurity create severe stress in employees and result in reduced workplace performance (Klein, 2002). According to Watson (1994) business has come to realize that a motivated and satisfied workforce can deliver powerfully to the bottom line. Since employee performance is a joint function of ability and motivation, one of management's primary tasks, therefore, is to motivate employees to perform to the best of their ability (Moorhead & Griffin, 1998).

Banks are corporeal structures and play a significant role in the economy worldwide, although faced by internal competition among the commercial banks in Pakistan, the only competitive advantage they have is through their motivational personnel that deliver quality service to their customers. Outstanding services provided by these employees create a niche in the eye of the customer, which plays an important and significant role in delivering high customer satisfaction. Thus it's important for management to ensure that managers are work place motivated.

Pinder (1998) described work motivation as the set of internal and external forces that initiate work-related behavior,

and determine its form, direction, intensity and duration. Pinder (1998) contended that an essential feature of this definition is that work motivation is an invisible, internal and hypothetical construct, and that researchers, therefore, have to rely on established theories to guide them in the measurement of observable manifestations of work motivation. Du Toit (1990) added that three groups of variables influence work motivation, namely individual characteristics, such as people's own interests, values and needs, work characteristics, such as task variety and responsibility, and organizational characteristics, such as its policies, procedures and customs. Van Niekerk (1987) saw work motivation as the creation of work circumstances that influence workers to perform a certain activity or task of their own free will, in order to reach the goals of the organization, and simultaneously satisfy their own needs.

Work motivation of the middle managers in the banking sector largely depends on the social, economic, and cultural circumstances of the country. If the manager does not receive a competitive salary, he will face problem in maintaining his family life status. The pressure of the family will not let this individual show his full potential, thus he will be stressed out and the organizations efficiency will be affected by this individual. Therefore, it is very important to find out the variable that contributes to his motivation at work and job satisfaction. Job satisfaction of the managers who have an important place as forerunners of the society will affect the quality of the service rendered.

According to Sempene, Rieger & Roodt (2002), "Job satisfaction relates to people's own evaluation of their jobs against those issues that are important to them". Job satisfaction is regarded as related to important employee and organizational outcomes, ranging from job performance to health and longevity (Spector, 2003). The nature of the environment outside of the job

directly influences a person's feelings and behavior on the job (Hadebe, 2001). Judge and Watanabe (1993) reinforced this idea by stating that there is a positive and reciprocal relationship exists between job and life satisfaction in the short term, and that over time, general life satisfaction becomes more influential in a person's life. Schultz and Schultz (1998) emphasized that people spend one third to one half of their waking hours at work, for a period of 40 to 45 years, and that this is a very long time to be frustrated, dissatisfied and unhappy, especially since these feelings carry over to family and social life, and affect physical and emotional health.

Megginson, Mosley & Pietri (1982) stated that people experience job satisfaction when they feel good about their jobs, and that this feeling often relates to their doing their jobs well, or their becoming more proficient in their professions, or their being recognized for good performance. Literature suggests that, "A variety of factors motivate people at work, some of which are tangible, such as money, and some of which are intangible, such as a sense of achievement (Spector, 2003)". Schultz and Schultz (1998) held the view that job satisfaction encompasses the positive and negative feelings and attitudes people hold about their jobs, and that these depend on many work-related characteristics, but also on personal characteristics, such as age, gender, health and social relationships.

Employee motivation and job satisfaction cannot be isolated, but they complement each other and respond to different organizational variables like productivity and working conditions. Employee and job satisfaction depends on people's insight and behavior at the work place which is driven by a set of intrinsic, extrinsic needs and by their view of numerous job-related and organization related attitudes. The relationship has long been ignored by researchers, although a very strong relation exists, that can be supported by previous literature such as Hoole and Vermeulen (2003) found that the extent to which people are

motivated by outward signs of position, status and due regard for rank, is positively related to their experience of job satisfaction. Chess (1994), reported that certain motivational factors contribute to the prediction of job satisfaction.

The evidence suggests that there is a gender difference in work motivation. For example, Hofstede (2001) came to the conclusion that while men's concerns are mostly earnings, promotion and responsibility, women value friendly atmosphere and usually concern prestige, challenge, task significance, job security, co-operation and their work environmental conditions. Reif et al. (1976) examined significance of 33 particular rewards for men and women and found that gender was the determining factor of appreciation of the value of reward. Gooderman et al. (2004) have also discovered that men prove to be much more financially motivated than women do. A study by Miner (1974a) of business managers (44 females and 26 males) and educational administrators (25 females and 194 men) found that managerial motivation was "significantly related to the success of female managers" (p. 197), but there were no consistent differences between men and women in managerial motivation. Miner concluded that "it implies only that those women who become managers have the motivational capacity to do as well as males who become managers...Whether the female population can provide a major source of managerial talent in the future, consonant with the rising labor force participation of women, poses a major and as yet unanswered research question" (p. 207).

Few studies suggest negligible or no gender difference on work motivation such as a study by Dubinsky, A.J., et al., (1993) showed that rather minimal differences in motivation exist between men and women. Similarly, Pearson & Chatterjee (2002) while examining experience of China came to the conclusion that despite divergences, gender uniformity in job motivation of men and women dominated. They share the same attitudes as to high

earnings, training opportunities, work autonomy, usage of skills, desirable living area, relations with managers, etc.

Gender differences in job satisfaction have been extensively researched and no conclusive evidence has been found with regard to the levels of satisfaction among men and women. However, results from several studies have indicated that there is a relationship between gender and job satisfaction (Bilgic 1998; Lumpkin & Tudor 1990; Goh & Koh 1991; Oshagbemi 2000b). For instance, Hulin and Smith (1964) investigated 295 male workers and 163 female workers to determine the satisfaction level of employees. Results indicated male workers were more satisfied with their job than female workers. On the other hand a research conducted by Lumpkin & Tudor (1990) showed that female managers are paid less and are less satisfied with their pay; thus, it follows that they are not satisfied with their pay, promotions, and overall job satisfaction.

Based on above literature review, the primary aims of the current study are twofold. One, our study attempts to explore the relationship between work motivation and job satisfaction. Two, the study also looks at gender differences, in terms of work motivation and job satisfaction.

Methodology

Sample

The sample comprised of 80 middle managers (46 males, 34 females) working in different banks of Karachi, Pakistan. Participants were selected through the HR department pool. The mean age of participants was 30.56 years. With regard to marital status, 64% men were married, 36% women were married. Seventy five percent of participants were Master's and 25% were Bachelor's. An average participant's length of the service was 5.8 years.

Measures

A *demographic form* was filled by the participants, which included information about age, gender, qualification, length of service, designation, and marital status.

The Motivational at Work Scale (MAWS; Gagné, M., et al., 2010). The MAWS consists of 12 items. Each subscale consists of three items i.e. Intrinsic (item 4, 8, & 12), Identified (item 3, 7, & 11), Introjected (item, 2, 6, & 10), and extrinsic (item 1, 5, & 9). The rating scale range from 1= not at all; 2= very little; 3 = a little; 4 = moderately; 5 = strongly; 6 = very strongly; 7= exactly. MAWS was found to be internally consistent at the level of = .824.

The Job Satisfaction Survey (JSS; Spector, 1997) is a nine-subscale measure of employee job satisfaction. The nine facets are 1) pay, 2) promotion, 3) supervision, 4) fringe benefits, 5) contingency rewards, 6) operating conditions, 7) coworkers, 8) nature of work, and 9) communication. The JSS consists of 36 items to be rated by participants on a 6-point likert format response scale (i.e., disagrees very much, disagree moderately, disagree slightly, agree slightly, agree moderately, and agree very much). In the present study, JSS found to be internally consistent at the level of = .759.

Procedure

The questionnaires were distributed to respondents and they completed the questionnaire manually. The data was collected individually. At the beginning of each questionnaire, an overview was provided. All respondents must fill a demographic form which includes information on age, gender, qualification, length of service, designation, and marital status. The researcher gave directions for the Motivational at Work Scale (2010) first and then for the Job Satisfaction Survey (1997).

Participation was voluntary and the responses were anonymous. The respondents were informed about the purpose of the research. As with all study participants, they were assured that all information would be kept confidential.

Statistical Analysis

After the collection of data, the answer sheets were scored. The Motivation at Work Scale and Job Satisfaction Survey were scored according to the instructions given in the manual. Then, the data was tabulated on Microsoft Excel sheet. Statistical Package for the Social Sciences (SPSS), version 16.0 was used for all statistical analyses. Descriptive statistics for demographic information and Pearson Product Moment Correlation Coefficient was performed in order to find the correlation between Motivation at Work and job satisfaction.

RESULTS

Table 1 Correlation between Work Motivation and Job Satisfaction

	Job Satisfaction	Significance
Work Motivation	.563**	.000

Note. Shows correlation between Work Motivation and Job Satisfaction significant at**p=.000

Table 2 Pearson Correlation between type of Work Motivation and overall Job satisfaction

Subscales of Work Motivation	Job Satisfaction
Intrinsic	.538*
Identified	.622*
Introjected	.438**
Extrinsic	.583**

* Correlation is significant at the 0.05 level (1-tailed)

Table 3 represents t- test Gender Difference on Work Motivation

Variable	Gender	N	Mean	Std Dev	t	df	Sig
Work Motivation	Male	34	131.13	6.386			
	Female	46	126.91	7.379	4.324	78	.000
Job Satisfaction	Male	34	142.29	11.559			
	Female	46	132.96	11.015	-3.67	78	.000

Note. Verifies Significant difference was found between male and female ($t= 4.324$, $df =78$, $p<.05$) on the variable of work motivation and job satisfaction ($t= -3.670$, $df =78$, $p<.05$)

Discussion

This study sought to assess a correlation between work motivation and job satisfaction. Furthermore, this study evaluates the gender difference in work motivation and job satisfaction among middle managers. There is a paucity of literature on the gender difference and relationship of job satisfaction and work motivation of middle managers in Pakistan. With an increased demand of higher productivity from middle managers of banks, it is important to understand what may motivate bank managers to perform well and provide satisfaction on their job.

According to the results there is positive relationship between work motivation and job satisfaction ($r=.563$). These findings are consistent with previous researches such as (Brown and Shepherd, 1997) who reported that motivation improves workers' performance and job satisfaction. The result also agrees with Chess (1994), reported that certain motivational factors contribute to the prediction of job satisfaction. Results suggest that managers feel motivated by a good work environment with colleagues, interesting assignments, feedback as well as compensation as money, can satisfy basic needs such as food and security but also more sophisticated needs such as the need

for recognition and influence (Locke, 1999). Therefore, financial compensation is assumed to play a significant part when people choose jobs, stay in jobs and are motivated in jobs. The possible explanations of these findings are when the managers basic and higher order needs are fulfilled at work, the employee will have a positive attitude towards job that will eventually lead to job satisfaction.

In the study, a significant gender difference was found on the variable of work motivation ($n=80$, $t=4.324$, $p<.05$). The findings are in line with previous literature, which suggests that women are rather highly motivated to avoid success, because they are likely to expect negative consequences, like social rejection and/or feeling of being unfeminine (Horner, 2005, p. 207). Gooderman et al. (2004) have discovered that men prove to be much more financially motivated than women. Reif et al. (1976) examined a significance of 33 particular rewards for men and women and found that gender was the determining factor of appreciation of the value of reward. According to Marjaana G. et al., (2007), men in Japan “value more highly not only the masculine work attribute of advancement but also the following feminine factors: fringe benefits and personal time. In contrast, Japanese women value more highly not only physical working conditions but also the challenging work that is supposed to be valued more highly by men”.

According to the results there was a difference on job satisfaction ($n=80$, $t= -3.670$, $p<.05$). These findings are consistent with previous researches such as Bigoness (1988) found that men usually emphasize on salary while women’s emphasis is on professional growth. Moreover, Major and Konar (1984) demonstrating the differences, stressed that women usually pay less attention to salary than men do. Contributing to the literature on gender differences and job satisfaction, Goh & Koh (1991) examined the effects of gender on the job satisfaction of 608 Singaporean accountants and found that male respondents were more satisfied than their female counterparts. According to gender stereotypical model, women should fulfill family needs and care of the quality of their family life. So, for women interpersonal relationship, security, fringe benefits, environment etc. should be

more important. On the whole, these studies have demonstrated that there is some association between gender and job satisfaction.

There are some limitations of the present study. Firstly, the findings of the study were from convenient purposive sampling method. Therefore, the generalizability of the findings is inadequate. Second, this study did not include age, and length of service - an important correlate of job satisfaction. For future investigations should include these variables and explore relationships among age, length of service, and other value variables in relation to motivation and job satisfaction. Finally, the study depended on self-reported data. There is always a risk of being biased and selective recall when using such data (Smith & Glass, 1987). Expansion on the present study would allow greater knowledge into the predictors of job satisfaction and motivation in the banking profession.

The findings of this study have several implications for employers that gender contributes a major part in motivation as well as in job satisfaction. For that reason employers should keep in mind that gender does play a significant part while designing assignments, challenging tasks, incentive plans, promotions, and working conditions for managers in the workplace. It is, therefore, hoped that these findings will serve as resource materials for the management of banks, government, and significant others who are concerned with the managers quality performance.

Conclusion

To conclude, findings of the study illustrate that work motivation improves job satisfaction. Employee gender displayed a marked influence on employee motivation, & job satisfaction. The research findings suggest that when employers are caring and supportive and focus their attention on motivating factors the outcome is more productive and committed employees.

References

Bilgic, R. (1998), "The Relationship between Job Satisfaction and Personal Characteristic of Turkish Workers," *Journal of Psychology*, 132:549-57.

Bigoness, W.J. (1988). Sex differences in job attribute preferences. *Journal of Organizational Behavior*, 9, 139-147.

Brown, J. & Sheppard, B. (1997). Teacher librarians in learning organizations. Paper Presented at the Annual Conference of the International Association of School Librarianship, Canada. August 25-30.

Dubinsky, A.J., Joison, M.A., Michaels, R.E., Kotabe, M. and Lim, C.U. (1993). Perceptions of motivational components: salesmen and saleswomen revisited. *The Journal of Personal Selling and Sales Management*, 13, 25-37.

Du Toit, M.A. (1990). Motivering (Motivation). In J. Kroon (Ed.), *Algemene bestuur (General management)* (2nd ed.) (pp.83 – 92). Pretoria : HAUM.

Finck, G., Timmers, J. & Mennes, M. (1998). Satisfaction vs. motivation. *Across The Board*, 35(9), 55-56.

Gagné, M., Forest, J., Gilbert, M.-H., Aubé, C., Morin, E. M., & Malorni, A. (2010). The Motivation at Work Scale: Validation evidence in two languages. *Educational and Psychological Measurement*, 70, 628-646. doi:10.1177/0013164409355698

Goh, C.T., H.C. Koh & C.K. Low (1991), "Gender Effects on the Job Satisfaction of Accountants in Singapore," *Work and Stress* 5(4): 341-48.

Gooderman, P., Nordhaug, O., Ringdal, K. and Birkelund, E. (2004). Job values among future business leaders: the impact of gender and social background. *Scandinavian Journal of Management*, 20, 3, 277-95.

Hofstede, G. (2001). *Culture's Consequences: Comparing Values, Behaviors, Institutions, and Organizations Across Nations*

Hoole, C. & Vermeulen, L.P. (2003). Job satisfaction among South African pilots. *South African Journal of Industrial Psychology*, 29(1), 52 – 57.

Horner, M.S. (2005). Toward an understanding of achievement-related conflicts in women. In M. Ednick, S. Tangi, L.W. Hoffman (Eds.), *Women and achievement. Social and motivational analyses*. John Wiley and Sons.

Hulin, C. & P. Smith (1964), "Sex Differences in Job Satisfaction," *Journal of Applied Psychology* 48:88-92.

Judge, T.A. & Watanabe, S. (1993). Another look at the job satisfaction - life satisfaction relationship. *Journal of Applied Psychology*, 78, 939 – 948.

Hadebe, T.P. (2001). Relationship between motivation and job satisfaction of employees at Vista Information Services. M.A. dissertation, Rand Afrikaans University, Johannesburg.

Khan, S. (1997). The key to being a leader company: Empowerment. *Journal for Quality and Participation*, 20(2), 44-53.

Klein, K.E. (2002). Motivating from the top down. *Business Week Online*, 1/9/2002, pN.PAG, 01p.

Locke, E.A. (1999). The Motivation Sequence, the Motivation Hub and the Motivation Core. *Organizational behaviour and human decision processes*, 50, 288 – 299.

Lumpkin J.R. & K. Tudor (1990), "Effect of Pay Differential on Job Satisfaction: A Study of the Gender Gap," *Journal of Supply Chain Management: Human Resources Issues* 26(3):25-29.

Major, B. and Konar, E. (1984). An investigation of sex differences in pay expectations and their possible causes. *Academy of Management Journal*, 4, 777-792.

Marjaana Gunkel, Edward J. Lusk, Birgitta Wolff, Fang Li (2007). Gender-specific Effects at Work: An Empirical Study of Four Countries. *Gender, Work & Organization* 14 (1), 56-79.

Megginson, L.C., Mosley, D.C. & Pietri, P.H. (1982). *Management concepts and applications* (4th ed.) New York: Harper Collins.

Miner, J. B. (1974a). Motivation to manage among women: Studies of business managers and educational administrators. *Journal of Vocational Behavior*, 5, 197- 208.

Moorhead, G. & Griffin, R.W. (1998). *Organizational behavior: Managing people and organizations* (5th ed.). Boston: Houghton Mifflin.

Oshagbemi, T. (2000b), "Correlates of Pay Satisfaction in Higher Education," *International Journal of Educational Management* 14(1):31-39.

Pearson, C.A.L., Chatterjee, S.R. (2002) Gender variations in work goal priorities: a survey of Chinese managers. *International Journal of Management*, 535-543.

Pinder, C.C. (1998). *Work motivation in organizational behavior*. Upper Saddle River, N J: Prentice-Hall.

Reif, W.E., Newstrom, J.W., St Louis, R.J. (1976). Sex as a discriminating variable in organizational reward decisions. *Academy of Management Journal*, 19, 3, 460-76.

Schultz, D. & Schultz, S.E. (1998). *Psychology and work today: An introduction to industrial and organizational psychology* (7th ed.). New Jersey: Prentice Hall.

Sempane, M.E., Rieger, H.S. & Roodt, G. (2002). Job satisfaction in relation to organizational culture. *South African Journal of Industrial Psychology*, 28(2), 23 -30.

Smith, M.L. and Glass, G.V. (1987) *Research and Evaluation in Education and the Social Sciences* Englewood Cliffs: Prentice-Hall.

Spector, P.E. (2003). *Industrial and organizational psychology – Research and practice* (3rd ed.).

Spector, P. E. (1997) *Job satisfaction: Application, assessment, cause and consequences* Thousand Oaks, CA: Sage New York: John Wiley & Sons, Inc.

Watson, T. (1994). Linking employee motivation and satisfaction to the bottom line. *CMA Magazine*, 68(3), 4.

Van Niekerk, W.P. (1987). *Eietydse bestuur (Contemporary management)*. Durban: Butterworth.

Vinokur, K.D., Jayaaratne, S., Chess, W.A. (1994). Job satisfaction and retention of social workers in public agencies, non-profit agencies and private practice: The impact of work place conditions and motivators. *Administration in Social Work*, 18 (3) 93-121.