

## Job Satisfaction and Employee Motivation among Employees- Review Study

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### ABSTRACT

This review study examines the crucial relationship between job satisfaction and employee motivation among employees. Job satisfaction and employee motivation are essential factors that significantly impact an individual's performance and overall well-being within an organization. The study aims to analyse existing literature, research findings, and theories related to job satisfaction and employee motivation. By exploring various perspectives, it aims to provide a comprehensive understanding of the subject matter and shed light on the factors that contribute to job satisfaction and motivate employees in the workplace. The review synthesizes information from a wide range of sources, including scholarly articles, research papers, and empirical studies, to offer insights into the complex nature of job satisfaction and its influence on employee motivation. It explores factors such as work environment, organizational culture, leadership styles, recognition, rewards, and opportunities for growth and advancement. The findings of this review study contribute to the existing body of knowledge by providing a comprehensive overview of the relationship between job satisfaction and employee motivation. The implications of the study can assist organizations and managers in designing strategies and interventions to enhance job satisfaction and motivate employees, ultimately leading to improved individual and organizational performance.

**Keywords:** *Job Satisfaction, Employee Motivation and Quality of Life*

Employees and companies being widely discussed. The satisfaction of employees in their jobs plays a crucial role in the success and competitiveness of a company. Dissatisfied employees tend to be less engaged in their tasks and may actively seek new job opportunities.

Job satisfaction is often linked to job performance. Research has shown that employees who are satisfied with their jobs tend to be more attentive and dedicated to their tasks, leading to better overall performance. On the other hand, dissatisfied employees may exhibit lower levels of responsibility and engagement in their work.

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Received: May 27, 2023; Revision Received: September 27, 2023; Accepted: September 30, 2023

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Attitudes toward jobs, including job satisfaction, can have a predictive value for various employee behaviors. For example, job satisfaction can influence absenteeism and resignation rates. Employees who are dissatisfied with their jobs are more likely to be absent from work and may consider leaving the organization. This is especially true in today's dynamic job market, where skilled and talented individuals have increased opportunities to find better positions elsewhere.

Job satisfaction is influenced by a variety of factors, both intrinsic and extrinsic. Intrinsic factors are directly related to the job itself and include aspects such as the nature of the work, autonomy, responsibility, creativity, and opportunities for personal growth and skill utilization. These factors have a strong impact on employees' sense of success and fulfillment in their work.

Extrinsic factors, on the other hand, are external to the individual and relate to the work environment. They include factors such as the physical working conditions, relationships with colleagues and superiors, job security, and opportunities for promotion and recognition. Extrinsic factors often involve rewards and incentives, such as monetary compensation or career advancement, which can influence job satisfaction.

Job satisfaction, also known as employee satisfaction, refers to the level of contentment or fulfillment that workers experience in their jobs. It encompasses various aspects, including overall job satisfaction, as well as satisfaction with specific facets of the job such as the nature of work, supervision, communication, recognition, and promotion opportunities. Job satisfaction can be measured through cognitive (evaluative), affective (emotional), and behavioral components, which capture individuals' thoughts, feelings, and actions related to their job.

Intrinsic factors play a significant role in job satisfaction. These factors are directly related to the job itself and include aspects such as a sense of success, relations with colleagues, job stability, customer relations, and opportunities to utilize one's skills and abilities. Intrinsic motivation tools are derived from the job and contribute to job satisfaction. When individuals experience intrinsic satisfaction, they are more likely to take on responsibilities within the organization and make sacrifices for its success.

Extrinsic factors, on the other hand, derive from external sources and contribute to extrinsic job satisfaction. These factors are related to the external environment and include elements such as a suitable physical working environment, being part of a cohesive team, appreciation from colleagues and superiors, and project-oriented control rather than oppressive control. Extrinsic factors are often associated with goals such as receiving rewards, avoiding punishment, and improving one's professional career. Components of the external reward system include monetary rewards, job security, relations with superiors, and relations with colleagues.

Job satisfaction has a significant impact on various work-related behaviors. Satisfied employees are more likely to engage in positive behaviors, such as organizational citizenship, which involves going above and beyond their job requirements to support the organization. On the other hand, dissatisfied employees may exhibit withdrawal behaviors, including absenteeism and turnover, as they become less attentive to their tasks and may start seeking alternative job opportunities.

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Job satisfaction is crucial for organizations as it affects their success and competitiveness. It has been found to have a strong correlation with job performance, with satisfied employees generally demonstrating higher levels of performance. Job satisfaction also influences employees' perceptions of their level of responsibility at work. Additionally, it serves as an indicator of employees' attitudes toward their jobs and can predict behaviors like absenteeism and resignation.

In today's dynamic work environment, employees are less likely to remain with one company for their entire career, especially if they possess high levels of skills, talents, and abilities. This is because they have increased opportunities to be offered better positions by reputable firms or organizations. Recognizing and addressing factors that contribute to job satisfaction is essential for organizations to attract and retain talented employees, enhance productivity, and maintain a competitive edge in the market.

Motivation refers to an individual's innate drive to accomplish tasks and achieve goals. In the context of employment, employee motivation is influenced by various factors such as the organizational structure, operational integrity, and business culture. It plays a crucial role in enabling employees to reach their full potential. Motivation is a multifaceted concept encompassing biological, emotional, social, and cognitive variables that trigger behavior. Although motives are not directly observable, motivation encompasses both the factors that initiate behaviors and those that sustain goal-directed activities. Consequently, we often have to infer people's motivations based on their observed behaviors. Extrinsic and intrinsic motivations are commonly used to explain different forms of motivation. Extrinsic motives arise from external sources and typically involve incentives like awards, money, social recognition, or praise. Intrinsic motivations, on the other hand, originate from within an individual, driven by personal enjoyment or the satisfaction of overcoming challenges. Work motivation holds varying meanings for individuals, particularly regarding its intrinsic significance for the individual and the sense of belonging within a group. Motivation serves as a unifying concept in human relations and is applicable across various topics in industrial psychology. Employers aim to recruit positively motivated individuals who possess a genuine desire to work and consistently strive throughout their employment tenure. Work is viewed as an activity that holds social approval and fulfills an individual's need for activity and productivity. Individuals may be motivated by various reasons such as productivity, creativity, or financial gain. It is acknowledged that an employee's motivation can fluctuate across different occasions and situations. Furthermore, individuals can be motivated by multiple needs simultaneously, and understanding the role of each need is crucial for comprehending their behavior. Research conducted by Gagné and Deci (2005) examined the impact of fulfilling three fundamental psychological needs (autonomy, competence, and relatedness) on employee motivation. The findings indicated that meeting these needs positively influences intrinsic motivation, leading to higher levels of job satisfaction and improved performance. A meta-analysis study by Colquitt et al. (2013) explored various motivational theories and their practical applications in the workplace. The results demonstrated that employee motivation is influenced by factors such as goal setting, feedback, and recognition, among others. Boswell and Boudreau (2000) investigated the relationship between employee motivation and job performance. The findings revealed a significant impact of motivation on employee performance, suggesting that motivated employees are more likely to achieve better outcomes. Another study by Oldham and Hackman (2010) analyzed the relationship between job characteristics, employee motivation, and job satisfaction. The results highlighted the significance of job characteristics such as skill variety, task identity, and autonomy in influencing employee motivation, which in turn affects job satisfaction.

## REVIEW OF LITERATURE

Inayat.W, Khan.M. J (2021), studied the effect of job satisfaction on the performance of employees working in private sector organizations of Peshawar, Pakistan. A Minnesota Satisfaction Questionnaire (MSQ-short form) developed by Weiss et al. (1967) and a self-constructed Performance Evaluation Form (PRF) were used as instruments for the study. According to the findings of the study, the type of occupation has been shown significant correlation with job satisfaction. Similarly, the positive relationship of job satisfaction with performance of employees was also confirmed. Therefore, it is concluded from the study that satisfied employees were better in performance as compared to dissatisfied employees, thus contributing significant role in the uplifting of their organizations.

Inegbedion, Henry; Inegbedion, Emmanuel; Peter, Adeshola; et al; (2020): Perception of workload balance and job satisfaction in work organizations. The study investigated perception of workload balance and employee job satisfaction in work organisations. It sought to find out the extent to which employee perception of workload balance influences job satisfaction. Results show that comparison of workload with those of colleagues and employees' role alliance with their competencies significantly influence their perception of workload balance and job satisfaction, organisation's staff strength influences perception of workload balance and employees' perception of workload balance significantly influences job satisfaction.

Alrawahi, Samira; Altouby, Salem; Alwahaibi, Nasar; et al; (2020): The application of Herzberg two-factor theory of motivation to job satisfaction in clinical laboratories in Omani. The following job dissatisfaction factors (hygiene) were identified: health and safety, heavy workload, salary, promotion, recognition, and organizational policies. The satisfaction (motivators) was: relationships with co-workers, relationship with leaders, and professional development. The job dissatisfaction reported was resulted from the absence of hygiene factors and some of the motivators in accordance with Herzberg's theory. Hospital managers need to address these factors, defined by Herzberg, in order to improve motivation and job satisfaction.

Al-Madi, F. N., Assal, H., Shrafat, F., & Zeglat, D. (2017), The purpose of this study was to investigate the impact of motivating the front-line employees of retail stores in Jordan on the organizational commitment. The study is aim to appraise the existing literatures and build up the conceptual framework as well as hypotheses. The research was conducted with a convenience sample. A total of 97 respondents from C- own retail stores and Sameh Mall have participated in this research survey. Analysis of data and the discussion is included. Data collected were analysed by the application of statistical tests i.e., Cronbach's alpha reliability, Pearson correlation and Simple Linear Regression using SPSS 20.0. Results showed that significant impact from employee motivation of front-line employees on organizational commitment (affective, normative and continuance). Some important recommendations are also derived from the study.

Mensah and Taiwah (2016) conducted research an employee motivation and work performance. The data was gathered from four large scale gold mining companies through oceans of a software called Tychnie, behaviour analyse and employee motivation schedule. The study observed that, due to risk factors associated with mining industry, management must ensure that employees are well motivated to embark on industrial arrest which affects performance, and employees are to comply with health and safety rules.

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Nida Zafar et.al (2014), studies determinants of Employee Motivation and its impact on knowledge transfer and job satisfaction. This descriptive type of research study specifically focuses on the employee motivation. This study examines the impact of different variables like extrinsic reward (Pay), intrinsic reward (and knowledge transfer. This study mentions that if the employees are motivated, they will be satisfied by their jobs and if they are satisfied by their job then in turn, they will work hard to attain organizational goals. Thus, when the goals are achieved, the organization will get the benefits. The said research study has a sample of 200 respondents for data collection. This study mentions that the job satisfaction though important factor, the employee motivation is directly dependent on training of employee, expectancy, and knowledge transfer.

### **METHODOLOGY**

Review of literature was conducted to write the study. Existing evidence were summarised and compiled in order to improve the general efficacy of testing. Secondary reporting involves research contained in research journals and other related papers. Sources like google scholar, Research Gate and Jstor were used and papers were found using specific key words, the papers studied are dated between 20013-2021.

The study tries to Understand the relationship between Job Satisfaction and Employee Motivation in the 21st century and the various factors influencing it. The study also attempts to provide recommendations on how employees can improve Job Satisfaction and Employee Motivation.

### **DISCUSSION**

Job satisfaction is a complex and multidimensional concept that plays a significant role in the overall well-being and motivation of employees. Research on the relationship between job satisfaction and employee motivation seeks to understand how these two factors influence each other and contribute to individual and organizational outcomes.

Employee motivation refers to the internal drive and enthusiasm that employees have towards their work. Motivated employees are more likely to be engaged, productive, and committed to their organizations. Job satisfaction, on the other hand, refers to the overall level of contentment and fulfillment an employee experiences in their job. It encompasses various factors such as job design, work-life balance, career growth opportunities, relationships with colleagues and supervisors, and the overall organizational climate.

When employees are satisfied with their jobs, they tend to be more motivated to perform well. Satisfied employees are more likely to be engaged in their work, exhibit higher levels of job performance, and demonstrate greater organizational commitment. They are also more likely to experience lower levels of stress and burnout, as job satisfaction acts as a buffer against negative work-related outcomes.

The relationship between job satisfaction and employee motivation is reciprocal. Motivation can contribute to job satisfaction by enhancing individuals' feelings of competence, autonomy, and relatedness to their work. When employees feel motivated and achieve success in their tasks, it can lead to a sense of accomplishment and job satisfaction. Conversely, job satisfaction can also enhance motivation by providing individuals with a positive emotional state and a sense of fulfillment, which can further fuel their intrinsic motivation and engagement.

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Organizations can benefit from promoting job satisfaction and employee motivation. Increased job satisfaction and motivation among employees can lead to higher levels of productivity, improved job performance, lower turnover rates, and enhanced employee well-being. Creating a positive work environment, providing opportunities for skill development and growth, recognizing and rewarding employees' contributions, and fostering supportive relationships are some strategies that organizations can employ to enhance both job satisfaction and employee motivation.

The achievement of high levels of job satisfaction within a company relies on multiple factors. Firstly, hygienic aspects such as a competitive salary, work-life balance, perks, and leave policies play a critical role in ensuring individuals' happiness in their roles. However, it's important to note that "job satisfaction" is a subjective term that can vary depending on an individual's perspective. Indirect metrics, such as productivity, attrition rate, and employee feedback, can be used to evaluate overall job satisfaction. Moreover, job satisfaction can differ across industries. For instance, comparing the IT sector to the manufacturing sector may yield varying measurements or perceptions of job satisfaction. Additionally, an individual's decision to remain in the same industry can influence their job satisfaction. If career growth within a particular company stagnates, job satisfaction may decline for those who prefer stability. Conversely, individuals who frequently change employers may experience lower job satisfaction. While job satisfaction is a crucial factor, it can be challenging to accurately assess.

Consequently, employees who are satisfied with their jobs are valuable assets to a company since they strive to perform to the best of their abilities. Every employee aspires to experience professional development opportunities and achieve a healthy work-life balance. When individuals are content with their jobs and the company they work for, they will go the extra mile to support the organization.

Employee motivation, on the other hand, refers to an individual's desire and inspiration to excel in their work. It is what motivates them to wake up in the morning and look forward to their job. Motivated employees are more likely to be effective, innovative, and engaged in their work. Motivation encompasses the intrinsic drive within a person to accomplish tasks and achieve goals. Organizational structure, operational integrity, and company culture are some of the factors that influence employee motivation. To enable employees to perform at their full potential, fostering employee motivation is vital. Motivation encompasses various biological, emotional, social, and cognitive factors that drive behavior. Although these factors are often not readily observable, motivation encompasses not only the reasons behind behaviors but also those that guide and sustain them.

Several factors contribute to employee motivation, including rewards, opportunities for professional growth, and a supportive work environment. By understanding and supporting these aspects, organizations can cultivate a better workplace culture, thereby enhancing employees' overall job happiness.

Job satisfaction and motivation are interconnected through several mechanisms. Firstly, when employees are satisfied with their jobs, they are more likely to experience a sense of purpose and fulfillment, which can increase their intrinsic motivation. Intrinsic motivation arises internally and is driven by the desire to perform well and achieve personal objectives. Secondly, job satisfaction can also enhance extrinsic motivation. Satisfied employees are more likely to receive positive feedback and recognition for their work, leading to greater

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job security, compensation, and advancement opportunities. These external rewards can be powerful motivators for employees. Finally, the work environment plays a crucial role in linking job satisfaction and motivation. A supportive and collaborative work environment, where employees feel valued and respected, can contribute to higher job satisfaction and motivation. Conversely, a negative work environment, characterized by lack of support or respect, can diminish job satisfaction and motivation.

### **Recommendations**

Quality of Life is a multifaceted approach that includes various arenas of one's life. Thus, following recommendations can be given to the employees to holistically improve the Quality of Life are:

- **Maintain a Healthy Lifestyle:** Make physical health a top priority by exercising frequently, having a balanced diet, getting enough sleep, and monitoring your stress levels. The state of one's body affects their entire well-being.
- **Nurture Support Relations:** Encourage wholesome connections with your loved ones, friends, and co-workers. Spend time and effort creating and keeping up-to-date genuine connections. Social support fosters a sense of belonging while offering emotional and practical help through trying times.
- **Make Time for Hobbies and Personal Interests:** Schedule time for pursuits that make you happy and fulfilled. Having interests and hobbies help with balance, relaxation, and personal development.
- **Focus on mental and emotional well-being:** Take care of yourself, get help from a professional if necessary, and partaking in mental health-promoting activities like counselling, meditation, or mindfulness.
- **Maintaining a healthy balance between work and personal life is important:** Make time for things outside of work that bring fulfilment and relaxation, prioritize self-care, and establish limits.

## **CONCLUSION**

In summary, job satisfaction and employee motivation are important for the well-being and drive of employees. When employees are satisfied with their jobs, they are more motivated, engaged, and committed. The relationship between job satisfaction and employee motivation is reciprocal, as motivation can enhance satisfaction and vice versa. Promoting job satisfaction and motivation in organizations leads to higher productivity, improved performance, lower turnover, and better employee well-being. Strategies such as creating a positive work environment and providing growth opportunities are beneficial. Improving the quality of life for employees involves maintaining a healthy lifestyle, nurturing relationships, pursuing personal interests, and prioritizing mental and emotional well-being. However, limitations include sample size and diversity, self-report measures, overlooked factors, limited qualitative insights, and contextual limitations in the research.

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### **Acknowledgment**

The author(s) appreciates all those who participated in the study and helped to facilitate the research process.

### **Conflict of Interest**

The author(s) declared no conflict of interest.

**How to cite this article:** Monga, V. & Soni, S. (2023). Job Satisfaction and Employee Motivation among Employees- Review Study. *International Journal of Indian Psychology*, 11(3), 4707-4714. DIP:18.01.439.20231103, DOI:10.25215/1103.439