

IMPACT OF MOTIVATION ON JOB SATISFACTION IN ITI, ALLAHABAD AND HAL, LUCKNOW

Monika Tiwari and Dr. Enid Masih

Sam Higginbottom Institute of Agriculture, Technology and Sciences, Allahabad
monika.tiwarii@rediffmail.com

ABSTRACT—The purpose of this paper seeks explore the impact of Motivation on Job Satisfaction in public sector companies. Primary and secondary data has been used for the research. Motivation is the force that makes us do things; this is a result of our individuals needs being satisfied (or met) so that we have inspiration to complete the task. . Job satisfaction is described as pleasurable or positive emotional state as a result of evaluation of the job or job experiences. The study has been carried out at upper, middle and lower level of employees in Indian Telephone Industry, Allahabad and Hindustan Aeronautics Limited, Lucknow. The findings analysis indicates that respondents of HAL were more satisfied by the motivational factors and hence there was more job satisfaction as compare to the employees of ITI.

Keywords—Motivation factors, public sector, Job satisfaction

I. INTRODUCTION

All employers want their workers to perform well of their abilities and they try to provide all the necessary resources and a good working environment in order to keep their employees motivated. However, motivation is a difficult factor to manage due to every employee's wants or target does not always match with what the employers provide.

Motivation and job satisfaction reinforce each other and work together if the employees is satisfied on job performance he tend to be motivated. So that understand the employee needs can give better insight to managing human motivation. Frankl (1984) suggested that motivation reflects that people search for meaning and that job satisfaction may reflect the degree to which have found meaning in their work. According to Sylvia and Huchthinson (1985), true job satisfaction is derived from the gratification of higher order needs such as relations, esteem, and self actualization rather than lower order needs.

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.

II. LITERATURE REVIEW

Underwood BJ, 1949, in his research article the author was of the opinion, that when an individual is motivated, he possesses latent energy or drive, which is potentially available for an efficient effort.

Bhatt LJ, 1962, conducted three studies which showed that of the nine possible incentives, choice of work, advancements and co-workers were ranked first, second and third respectively.

Hodge BJ and HJ Johnson, 1970, observes that motivation in organizational settings refers to the willingness of an individual to react to organizational requirements in the short run. The greater the magnitude of positive motivation of an individual towards the organization, the more is the likelihood that he will perform effectively in his position, even if it causes some amount of personal deprivation.

Kolasa BJ, 1970, explained that motivation is a concept like gravity or intelligence. One never sees any gravity or intelligence, one infers them.

Narain Laxmi, 1971, conducted a survey on a sample of 1,213 managers working with public sector undertakings in India. Attempts were made to evaluate eight areas of needs for measuring motivation and to analyze eight factors hampering job performance.

Roya 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 an important job factor causing both job satisfaction and dissatisfaction.

Jha and Pathak, 2003, in their study of the nature of differences in the levels of job satisfaction among executives of four public and private sector organizations of eastern and northern part of India found the differences in different aspects of job satisfaction, viz., job itself, pay and security were felt by the executives. These aspects were found to be significantly higher in the case of private sector organizations as compared to public sector organizations.

Srivastava, 2005, in their study which involved senior and middle managers in two public sector companies were of the new that the changes in work and service conditions are largely positive, resulting in greater job satisfaction than before.

III. NEED OF THE STUDY

A number of studies have been undertaken in the area of motivation and job satisfaction still it remains unexplored to some extent and yet a general understanding has not been developed when it comes to studies conducted at different

times and in different work environment. One of the greatest challenges organizations face today is how to manage turnover of workforce that may be caused by migration of a lot of industrial workers.

The objective of this research is to analyze whether the same motivational factors is affected for all industries or not and also to understand that does motivational factors differs for the employees who work in different industries.

IV. OBJECTIVES OF THE STUDY

To study the conceptual framework of motivation and job satisfaction

To study the impact of motivation on job satisfaction in sample companies

V. RESEARCH METHODOLOGY

Sample

The sample consisted of 150 employees in whom 75 employees were from ITI, Allahabad and 75 employees were from HAL, Lucknow in the age range of 21 to 60 in which from ITI there were 33 employees from upper level, 27 employees from middle level and 15 employees from lower level and from HAL there were 31 employees from upper level, 30 employees from middle level and 14 employees from lower level.

Research Design

The research is based on descriptive research and analytical research.

Data Type

Primary data and secondary data.

Research Tools

Interview method Structured questionnaire, magazines, journals, internet, etc

Sampling Design

The design selected for the research is Stratified Random Sampling.

For framing the final questionnaire, identify the factors of motivation and job satisfaction. It is designed to measure employees motivational and satisfaction level with their particular jobs.

It based on following factors like-

- working condition
- Relation with superior
- Job security
- organization policy
- job involvement
- recognition and appreciation
- participated management
- welfare facilities
- team work

VI. ANALYSIS

Regarding the working condition of ITI 60.89% employees were not satisfied (standard deviation 3.85 and variance 15.82), 14.22% of employees marks cannot say (standard deviation 4.68 and variance 3.04), and 24.89% employees were satisfied (standard deviation 3.85 and variance 15.82) and in HAL 62.67% were satisfied (standard deviation 2.04 and variance 26.58), 14.67% employees cannot say (standard deviation 2.04 and variance 8.72), and in 22.67% were not satisfied (standard deviation 1.33 and variance 21.05). In case of relation with superior, the employees of HAL 62% were satisfied where standard deviation 2.89 and variance 21.45, 16.22% employees marks cannot say where standard deviation 2.30 and variance 7.05 and 21.78% employees were not satisfied where standard deviation 2.49 and variance 8.75, In ITI 26% of employees were satisfied where standard deviation was 1.40 and variance 18.57, 13.99% could not say where standard deviation 4.02 and variance 3.48 and 60% employees were not satisfied where variance 5.15 and standard deviation 3.96. Regarding the Job security, in ITI 51.67% employees were satisfied with his job and salary (standard deviation 3.51 and variance 14.72), 17.33 employees cannot say (standard deviation 1.89 and variance 9.17), 31% employees were less satisfied (standard deviation 4.40 and variance 7.04) and in HAL 57.34% employees were satisfied (standard deviation 4.87, variance 11.77), 12% employees were cannot say (standard deviation 1.89, variance 6.35) and 30.67% employees were not satisfied (standard deviation 4.75, variance 6.45). In respect of the organization policy, in HAL 58.33% employees were satisfied where standard deviation 2 and variance 29.17, 17.33% employees could not say where standard deviation 3.92 and variance 4.42, 24.34% employees were not satisfied where standard deviation 2.79 and variance 8.72. In ITI 52.34% employees satisfied where standard deviation 2.75 and variance 19.30, 17% employees could not say where standard deviation 2.28 and variance 7.46 and 31.42% employees were less satisfied where standard deviation 3.61, variance 8.70. In case of job involvement 29.33% employees were satisfied (standard deviation 1.89, variance 15.52), 14% employees could not say (standard deviation 0.94 and variance 14.89), 56.67% employees were not satisfied (standard deviation 1.95 and variance 33.93). In HAL 56.67% employees were satisfied (standard deviation 2.83, variance 20.02), 16.67% employees could not say (standard deviation 0.94, variance 17.33) and 26.67% employees were not satisfied (standard deviation 3.77, variance 7.07). In terms of recognition and appreciation of employees in HAL 55.11% employees were satisfied (standard deviation 1.54, variance), 16.89% cannot say (standard deviation 2.77, variance 6.10), 28% employees were not satisfied (standard deviation 4 and variance 7), in ITI 24.89% employees were satisfied (standard deviation 1.77, variance 13.17, 20% cannot say (standard deviation 4, variance 5), and 55.11% employees were not satisfied (standard deviation 4.07, variance 13.54). regarding the

participated management in ITI 24% employees were satisfied where standard deviation value was 1.88, variance 12.77, 26.65% employees could not say where standard deviation 2.89, variance 9.22 and 49.33% employees were not satisfied where standard deviation 3.77, variance 13.08, in HAL 56% employees were satisfied where standard deviation 1.88 and variance 29.79, 18% employees cannot say where standard deviation 2.83, variance 7.73, 26% employees were not satisfied where standard deviation 7.73, variance 5.52. in case of team work in HAL 62.67% employees were satisfied where standard deviation 3.12, variance 20.09, 13.33% employees could not say where standard deviation 1.63, variance 8.18, 24.002% employees were less satisfied where standard deviation 2.65, variance 9.06, in ITI 32% employees were satisfied where standard deviation 3.13, variance 10.22, 14.935 employees cannot say where standard deviation 1.74, variance 8.58, 51.73% employees were not satisfied where standard deviation 4.56, variance 11.54. in respect of welfare facilities in ITI 54.22% employees were satisfied (standard deviation 2.04, variance 26.58), 17.78% employees were could not say (standard deviation 2.04, variance 8.72), 28% employees were not satisfied (standard deviation 1.33, variance 21.05), in HAL 52.44% employees were satisfied (standard deviation 1.77, variance 29.62) 16.89% could not say (standard deviation 2.77, variance 6.10), 30.67% employees were not satisfied (standard deviation 2.31, variance 13.28).

VII. FINDINGS AND SUGGESTIONS

According to the above data analysis it can be concluded that respondents of HAL were satisfied by the motivation factors like, working condition, relation with superior, job security, organization policy, recognition and appreciation, job involvement, participated management, team work, and welfare facilities. The satisfaction level of ITI respondents were less, respondents were satisfied by the job security, organization policy, and welfare facilities. Respondents were demotivated because they did not get proper work environment, technology was not updated, as well as there are so many industries entered in telecom industry. As discussed with the upper level of respondents they were not getting training and development programs.

The following suggestions are given to increase the level of satisfaction of people in order to inspire them. Organization should develop good working conditions. This facilitates employees to do their work effectively. Praise and recognition from supervisors is among the most important motivators for employees. Employees want to be recognised and value for their specific contributions. Organization should give more emphasis on team work which could be improve through interpersonal dynamics and participated management and also emphasised towards Human Resource Development which includes leadership and effective and better communication.

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