

## Exploring the link between job motivation, work environment and job satisfaction

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**Abstract:** Job satisfaction represents one of the most complex areas facing today's managers when it comes to managing their employees. Many studies have demonstrated an unusually large impact on the job satisfaction on the motivation of workers. The objective of this research was to investigate how the relationship between motivation, work environment and Job satisfaction. This study found through descriptive approach based on the collection and analysis of results of studies, reports, periodicals and books related to the topic of study that the motivation and work environment are considered as a most critical factor which affect on Job satisfaction. literature review and motivation theories declare that not all people are motivated by money that is why researcher devised a set of proposed guidelines for motivate employees and create a satisfying work environment in order to increase their Job satisfaction without raising their pay.

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### 1. Introduction

Job satisfaction is a momentous concept in any work environment so attention is paid by many researchers. We all talk about job satisfaction, what it means to us, to society and to the organization. But how many of us really know what job satisfaction is? The sad truth is not many of us know what Job satisfaction is all about. Researchers and psychologists have spent years in trying to find out what job satisfaction is, what affects it and what not.

Job satisfaction is an attitude that employees have about their work and is based on numerous factors, both intrinsic and extrinsic to the individual. Job satisfaction is important from the perspective of maintaining and retaining the appropriate employees within the organization; it is about fitting the right person to the right job in the right culture and keeping them satisfied

A simple definition of Job satisfaction "Job satisfaction is more an attitude, an internal state. It could, for example, be associated with a personal feeling of achievement, either quantitative or qualitative." There are different aspects to job satisfaction, some will agree whole-heartedly to this and some will disagree. So what are the different dimensions or aspects of job satisfaction?

Individual elements – this means personality, education, intellect, age and marital status. These individual elements play an important role in job satisfaction.

Social elements – social elements are all things in the social environment of the work place, such as working relationship with colleagues, interaction and informal association with colleagues.

Cultural elements – these are a person's beliefs, attitude, values, and religious elements.

Organizational elements – these are elements directly related to the organization like the size of the organization, structure of the organization, employee-employer relationships, management abilities, leaderships, delegation and all such things are factors affecting job satisfaction.

Environmental elements – these are elements of influences on the environment around working, like economic, social, technical and even governmental or political influences.

All these factors, elements or dimensions are very different for each individual and his or her perspective of job satisfaction. One of the best ways people have realized to get a grip on job satisfaction is to establish the right kind of culture in their organizations, this is often called corporate culture

### Research problem

The main problem of this research that there are a lot of variable which affect on employee job satisfaction, however to what degree motivation and internal work environment are combined together to achieve job satisfaction

### Research objectives

By reviewing studies, reports, periodicals and books related to the topic of study, researcher can identify the main objectives of this research at the following objectives

- 1- What is the meaning of internal work environment?
- 2- What is the meaning of motivation and what is the main benefit of motivation theories?
- 3- What is the meaning of job satisfaction?

- 4-what is the relationship between Motivation and job satisfaction?
- 5-what is the relationship between work environment and job satisfaction?
- 6- Researcher devised a set of proposed guidelines for motivate employees in order to increase their Job satisfaction

**Research Methodology:**

This study is descriptive based on the collection and analysis of results of studies, reports, periodicals and books related to the topic of study in order to investigate the relationships between employee motivation, work environment and job satisfaction

**Research Questions:**

- 1. Is there a relationship between employee motivation and job satisfaction?
- 2. Is there a relationship between work environment and job satisfaction?
- 3. To what degree all these factors are interrelated?

**Literature Review**

Job satisfaction definitions:- Job satisfaction has been defined as:

A pleasurable emotional state resulting from the appraisal of one’s job (1)

An affective reaction to one’s job) .(2

An attitude towards one’s job (3)

**Weiss (2002)** has argued that job satisfaction is an attitude but points out that researchers should clearly distinguish the objects of cognitive evaluation which are affect (emotion), beliefs and behaviours. .(4)

This definition suggests that we form attitudes towards our jobs by taking into account our feelings, our beliefs, and our behaviours.

The satisfaction or utility that a worker receives from employment. Job satisfaction might result from the working environment (friendly co-workers, supportive boss) or from the type of work performed (playing sports, creating artwork, accomplishing goals). Satisfaction generated by a job is part of the "total compensation" an employee receives, meaning workers with more job satisfaction are often willing to accept a lower monetary wage payment.

Job satisfaction describes how content an individual is with his or her job. A person's general attitude towards their job. The feelings or ‘affective response’ someone experiences in a job role.

Across a variety of studies, research shows that job satisfaction is an important predictor of job performance. A happy worker is a productive worker. The job satisfaction-job performance relationship .(5)

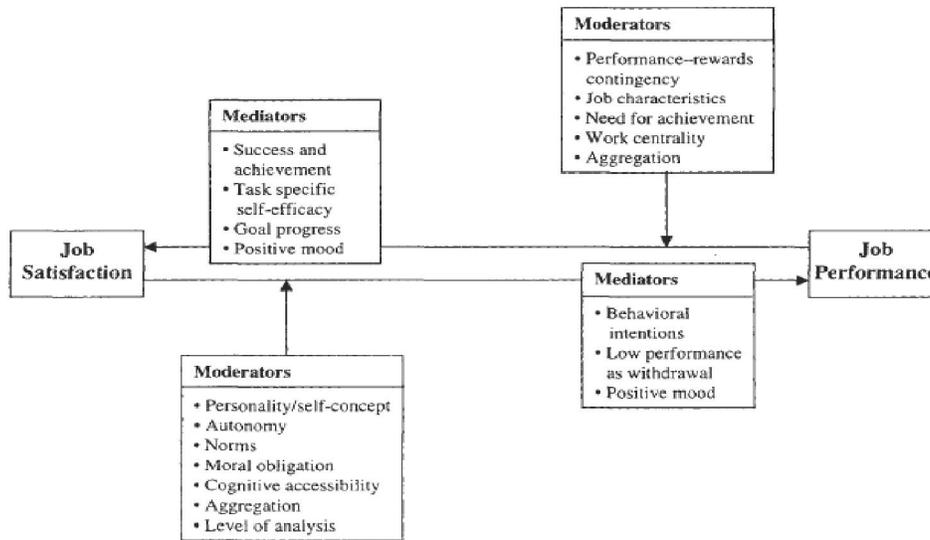


Figure 2. Integrative model of the relationship between job satisfaction and job performance.

As the above diagram shows, the relationship between job satisfaction and job performance is complex, and likely cyclical. Studies have shown that increased job satisfaction leads to increased motivation (behavioral intentions), less apathy (low performance as withdrawal), and better worker mood, all of which

increase efficiency and overall quality of job performance.

**Motivation and job satisfaction**

In order to understand job satisfaction, it is important to understand what motivates people at work . Motivation can be defined in many different ways, one definition explains that motivation can be defined

as a stimulus, a drive or incentive in this case, that drives individuals to accomplish personal and organizational goals. Psychologists have long studied the aspects that lead to job satisfaction for employees and attempt to explain what motivates people to achieve success not only for themselves, but for their company as well.

Many researchers agree that understanding the factors that lead to job satisfaction is a difficult problem that is often on the minds of management in most companies. If certain factors are known to motivate most people most of the time, then these factors could be used to create more employees who are satisfied with their work and in turn would lead to a more productive company overall. (6)

One of the most popular motivation theories, frequently referred to as the hierarchy of needs theory, was proposed in the 1940's by Abraham Maslow. According to Maslow, people are motivated by their desire to satisfy specific needs. Maslow arranged these needs in hierarchical order, with physiological needs at the bottom, followed by safety needs, social and belongingness needs, esteem needs, and, at the top, self-actualization needs. In general, lower-level needs must be substantially met before higher-level needs become important (7) regarded the first two need levels (physiological and safety) as lower-order needs. These needs are also called deficiency needs because if these needs are not met, people may not have the opportunity to develop themselves both physically and physiologically. In order to survive people need air, water, food and protection from physical danger. Many people work in order to survive, to provide themselves with the means to guarantee themselves and their families sufficient nourishment and protection from harm. These survival needs are very powerful motivators for people to go to work; people whose survival is threatened will work in almost any kind of job so they can earn enough money to meet their lower-order needs.

Psychologist Frederick Herzberg is one of the best-known theorists regarding workplace motivation. Herzberg's two-factor theory of job satisfaction,

The key to understanding Herzberg's Motivation-Hygiene Theory is that the factors that involve job content (motivation factors) tend to lead to job satisfaction. When these factors are not present on the job, workers do not tend to be dissatisfied – they are simply are “not satisfied.” Workers who are

“not satisfied” do not tend to restrict productivity, they just don't get involved in their job or put forth the extra effort to do a good job. Workers who are “satisfied” put forth that extra effort and productivity increases.

Factors that involve job context (hygiene factors) tend to lead to job dissatisfaction. When these factors

are considered good, or acceptable, workers do not tend to become “satisfied“, they simply become “not dissatisfied.” Productivity is not restricted – it is just held at an acceptable level. When workers become dissatisfied with any of these factors they tend to restrict output. (8)

I can summarize in the following table for these factor

Motivation Factors	Hygiene Factors
Achievement	Working Conditions
Work Itself	Supervision
Responsibility	Interpersonal Relations
Growth	Status
Advancement	Company Policies & Administration
Recognition	Security

The nature of the work performed by employees has a significant impact on their level of job satisfaction. Internal work environment is made up of a range of factors, including company culture, management styles, hierarchies and human resources policies. Employee satisfaction is the degree to which employees feel personally fulfilled and content in their job roles. Employee turnover is the rate at which employees leave their employers, whether voluntarily or involuntarily. These three distinct concepts are inseparably linked; workplace environments greatly influence employee satisfaction, which in turn directly affects employee turnover rates. Knowing how to use a positive work environment to increase employee satisfaction and reduce turnover is a key to developing a high-performance workforce. (9)

### Researcher view

I suggest that Maslow's and Herzberg's theories of motivation are more useful for motivation at this time. Maslow's theory indicates that the key to motivating people understands that they are motivated by needs, which are arranged in a hierarchy of importance. This hierarchy is known as Maslow's need hierarchy. Maslow explains that people seek to satisfy needs at the lowest level of the hierarchy before trying to satisfy needs on the next higher level. Maslow believed that motivation could be examined in terms of five sets of needs: physiological, safety, social, esteem and self-actualization. Maslow argued that as we satisfy any of these five sets of needs, that set becomes less important to us and motivates us less. Maslow's need hierarchy provides useful perspectives for understanding motivation. This theory of motivation inspired other research work on motivation. Herzberg introduced two-factor model. The factors associated with positive feelings about the job are called motivator factors. Motivator factors are job characteristics such as challenge of the work itself,

responsibility, recognition, achievement, and advancement and growth. These factors determine whether a job is exciting and rewarding, and they create high levels of motivation unless other dissatisfying factors are present. Those associated with feelings of dissatisfaction are called dissatisfying factors. These are characteristics of the work environment outside the job but inside the company, for example: working conditions, company policies, supervision style, colleagues in work, salary, formal status.

If we see these two theories, we can say that Herzberg's dissatisfactions factors seem to fit with Maslow's lower level needs, while his motivating factors fit closely with Maslow's esteem and self-actualization needs. Both the theories concentrate more on employee not on organization. Maslow's concentration is all categories of employees while Herzberg on higher and qualified employees. Both theories take human factor and behavioural factor as key to stress on.

Motivation is very important factor in the success of any company. Motivation is to give people what they really want most from work. The more the companies are able to provide what they want, the more they should expect what the companies really want. Motivation is more than simply working hard or completing tasks. Employees can find motivation from a variety of sources. Motivation will come from the enjoyment of the work itself or from the desire to achieve more money or being promoted. It also comes from the sense of satisfaction gained from completing something, or achieving a successful outcome. There are many more benefits to an organization of having motivated employees.

I will write some benefits which are more important and clear for knowing. They are following:

(1) Motivated employees are more loyal to organization. Loyalty gives many benefits to the organization.

(2) The productivity will also increase. Higher productivity per employee will lead to lower unit costs of production and so enable a firm to sell its product at a lower price. The organization will be in better position to compete with other similar organizations. Also it will maximize profit.

(3) Employees will work as tools of live advertisement. They will propagate their organizations while they mix up with their fellow outside the organization. The organization will have good prevailing reputation. Employees will not be absent from their works as employees are content with their working with organization.

(4) Any organization having motivated employees will not lose the quality of products. As employees are motivated, they will take care of quality

from their hurts. They will never compromise on quality of product.

(5) Staff turnover (the number of employees leaving the business) will be at the least. This will lower the cost of HRM.

#### **Researcher comments on literature review**

By understanding the effects of different motivation techniques, companies are able to make work a more exciting and interesting experience for employees making them more motivated and productive. Here is a brief discussion on how different motivation theories are being used according to the situation to get the employees motivated. Taylor's theory of motivation believed that monetary reward is an important motivating factor. Companies apply Taylor's view of motivation to people who work within narrow job confines such as on a production line. These people are paid by companies according to the amount of work.

Hierarchical Needs theory of Maslow relates motivation to a hierarchy of needs. Maslow suggests that it is necessary to know where within the hierarchy each employee is placed so that these factors can be taken into account. Modern organizations follow the ladder of motivation given by Maslow. At the first stage physiological needs, companies give people the means to acquire the basic needs for living. The organizations are committed to providing a safe and healthy work environment. Thirdly, companies develop feeling of belonging to the company through different measure to fulfil the social needs of employees. Companies organize functions; get together events, games, etc. This helps strengthen teams and enhances workers' sense of belonging. Esteem needs are fulfilled by companies by trying that all employees should feel that they contribute to the achievements of the business. Companies appreciate their excellent employees through different means which fulfil sense of esteem in them. Lastly, self-actualization – Companies provide employees with the opportunity to take on challenging and stimulating responsibilities. All these motivate.

Elton Mayo focuses on building close relationship with the employees. Mayo showed that employees were best motivated if they worked in teams. They were also motivated if managers communicate and consult with them more and take a greater interest in their views. Organizations maintain a two-way dialogue with employees through their communication programmes. This helps to empower the workforce. Companies' award programmes provide special recognition for what employees do and reward them for how they perform. The suggestion from the employees helps to generate ideas and improve productivity. Companies provide personal development

planning for employees which includes provisions such as study leave as part of staff development. Consequently, they are more enthusiastic and ambitious to work.

Two-factor Theory of Herzberg's includes motivators and dissatisfiers. Both are aspects of any workplace that give individuals job satisfaction. He believed that businesses needed to minimize dissatisfiers to enable motivators to have their full effect. These are elements in the workplace that could make employees unhappy, such as excessive company bureaucracy or misbehaviour of managers. Usually, companies design to ensure that it is perceived as a good place to work and a desirable employer of choice. Awareness of motivating factors helps companies to build a business that delivers consistently strong results. Other initiatives within the organization may include: home working, part-time working, career breaks etc. A new trend of working is flexible working hours between home and workplace. This is highly productive.

### **Work environment and job satisfaction**

The employees are the most important asset in all companies. A good working environment reduces sick leave, lowers turnover rates and increases efficiency. Work environment means the physical aspects of a workplace environment can have a direct impact on the productivity, health and safety, comfort, concentration, job satisfaction and morale of the people within it. Important factors in the work environment that should be considered include building design and age, workplace layout, workstation set-up, furniture and equipment design and quality, space, temperature, ventilation, lighting, noise, vibration, radiation, air quality.

Ergonomics is the study of the relationship between people, the equipment they use and the physical environment in which they work. Applying ergonomic principles to the design, modification and maintenance of workplace environments, has a benefit on people's work performance and short- and long-term health and safety.

When people are working in situations that suit their physical and mental abilities, the correct fit between the person and the work task is accomplished. People are then in the optimum situation for learning, working and achieving, without adverse health consequences, e.g. injury, illness.

By emphasizing about all previous factor which is related to work environment job satisfaction will be increased accordingly

### **Researcher proposal**

By exploring the link between job motivation, work environment and job satisfaction researcher

devised a set of proposed guidelines for motivate employees in order to increase their Job satisfaction

1. Recognition/Attention. Recognition is the cheaper way to motivating employees but is just as effective as incentives. Recognition as the word implies involves recognizing and appreciating an employee's performance.
2. Clearly communicate departmental objectives, and solicit input from your employees on what they can do to help achieve them.
3. Involve everyone at all levels in the goal-setting and planning processes, particularly if they are responsible for the results.
4. Find ways to enrich the jobs of your employees by increasing their authority or span of control.
6. Increase the freedom in decision making. Sometimes even you pay your employees great sum of money, if they feel constrained in making decision that they believe can make without asking permission from you, is a really great demotivation factor. You need to follow this kind of demotivation sources in your organization, simply because with proper treatment, you will succeed to motivate your employees and to increase overall business productivity.
7. Promote the best employees. Everyone wants to be promoted as one of the best at something. Such promotions not only provide the employees with reputation and authority in the organizational unit where they work, but also will provide an excellent reference in their CV.
8. An "open door policy" means keeping all doors open.
7. We often think if it's in the handbook, it must be so. It isn't. Help employees know who to talk to in their departments and beyond, since for many of them, opening up to direct supervisors may be intimidating. Invite employees to share their ideas, growth plans, and even disappointments with next-level managers, so they feel heard and issues get resolved.
8. 9- Additional Responsibility. There are definitely employees in your organization who are begging for and can handle additional responsibility. Our job as managers is to identify who they are and if possible match responsibilities to their strengths and desires.

### **Conclusion**

Job satisfaction represents one of the most complex areas facing today's managers when it comes to managing their employees. Although thousands of papers and research have been conducted on job satisfaction all over the world.

Many studies have demonstrated an unusually large impact on the job satisfaction on the motivation

of workers, while the level of motivation has an impact on productivity, and hence also on performance of business organizations.

There is a considerable impact of the employee's perceptions for the nature of his work and the level of overall job satisfaction. Financial compensation has a great impact on the overall job satisfaction of employees.

This study found through descriptive approach based on the collection and analysis of results of studies, reports, periodicals and books related to the topic of study that the motivation and work environment are considered as a most critical factor which affect on Job satisfaction

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