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The Impact of Motivation on Employees' Job Satisfaction. Motivation and Job Satisfaction

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Abstract. This study in the title 'Impact of Motivation on Employees Job Satisfaction' was conducted in Hawassa College of Health Science, one of government health science colleges in southern Ethiopia. The specific objectives of the study were analyzing the need for motivation, different motivational methods found in the college, methods used to retain employees in the college, and investigating the importance of job satisfaction achieved through motivation. To achieve the objectives set, primary and secondary sources data were used. Primary data was collected both from managerial and non-managerial employees of the college. The total population of the College is 230 from which 120 samples was taken using Convenience sampling technique. Much of the data was collected from the academic category since this category performs the core jobs of the college which is teaching-learning process. Data collected was analyzed using MS Excel, and under each statistical figure important interpretations were made. Data was analyzed in the order of objectives set. The findings of the research revealed that motivation is needed for creating job satisfaction, reducing employees turnover, retaining employees in the college, letting employees concentrate on goals, boosting employees productivity, accepting organizational change, increasing willingness to contribute, creating cooperation among the employees of the college, and building good image to the college. The research also found that the college's motivational methods are training, high basic salary, career path, communication, autonomy, exposure, social gatherings, and additional responsibility. These methods are also capable of retaining employees in the college. Job satisfaction is important for retaining employees in the college, increasing employee morale, efficient resource utilization, better performance, good time management, innovation, and realizing college's vision. Also, the finding of the research revealed that achievement, growth or possibility of growth, the work itself, recognition, responsibility, and advancement were mentioned as factors of motivation. On the other hand, supervision-technical, personal life, job security, working condition, college's policy and administration, salary and status were mentioned as factors causing dissatisfaction. On the basis of above mentioned findings, the study suggested some recommendations that are the college should keep on knowing the need for motivation, other dominant motivational methods should be created, hygiene factors should carefully be managed, the college should conduct exit interview.

Keywords. Motivation, Job Satisfaction Turnover

Background

One of the most important concerns of a manager is to motivate the people to make their optimum contribution to the achievement of organizational goals. It therefore, becomes important for him to understand what motivates people. Although some human behavior is

random and consists of emotions and reflexes, most of it is goal directed in the sense that it is aimed at the satisfaction of some need. Since the needs of the employees and the organization are not always the same, the manager can better integrate these two sets of needs by gaining an insight in to the needs of his employees and then channels them in the direction of organizational needs (Agarwal 1984: 192).

Motivation can be seen in different ways. It is an internal force that energizes behavior, gives direction to behavior, and underlies the tendency to persist. This definition of the term motivation recognizes that in order to achieve goals, individuals must be sufficiently stimulated an energetic, must have a clear focus or end in mind, and must be willing and able to commit their energy for a long enough period of time to realize their aim. (Dessler 2004: 321).

In diversity management, management should be very careful in understanding the real interest of people of organization. Integrating the individual interest to general interest is pivotal point. Especially, having satisfied employees in the organization is the key to have peaceful organization. Many researches show that employee motivation directly affects the creation of job satisfaction among the workers of organization. (Robinson 2004: 96).

There are many and varied reasons why managers are continually under distress in Organization. Resources, human and material, technology are but a few issues confronting managers daily. More importantly the human aspect has questions that have perplexed and fascinated managers for a long time. In organizations it is common to see some employees performing better and some are not. In addition to this, it is also common to see employees seem better satisfied in their jobs than others. Moreover, how it is possible to the organization to improve the motivation and overall job satisfaction of its employees. Why this difference among the employees of the organization can happen is the main point of this study.

Methodology

This is a descriptive study looking into the impact of motivation on job satisfaction. The management dilemma in many organizations in today's fast paced technological environment is how managers can improve the motivation of employees, so that organizations employ and retain a fulfilled workforce that contributes optimally to organizational stakeholders.

Description of the study area

The study was conducted at Hawassa College of Health Sciences & comprises respondents who are generally expected to provide relevant data and information that help researcher to achieve the objectives set.

Data Sources and Sampling Technique

The respondents, for this study, were selected by convenience sampling technique that can be the representative of the total population from the following major groups:

- Non-managerial Employees of the organization in different work areas like academic, administrative, and technical assistants.
- Managerial employees of the college.

The primary source was collected from both non-managerial and managerial employees of the college. And also, researcher used secondary sources of data .

Convenience or Purpose sampling technique as non-probability sampling is used when:

- there is shortage of time
- there is significant homogeneity among the population

- the researcher has ample knowledge about the population
- Its easy application is another important thing

All in all, this sampling technique is preferred because it is fast, inexpensive, easy and the subjects are readily available.

Sampling Design

In Hawassa College of Health Sciences, there are total of 230 employees including managerial employees. The college's staffs are classified as academic, administrative and technical assistants. Management members of the college are represented from these three categories of employees. Therefore, there are managers and non-managers in each category.

Out of 230 employees, 120 samples that were assumed to be representative were selected using convenience sampling technique. 80 of them were the academic employees from which 12 were the management members. 30 of them were from administrative from which 5 were management members, and 10 of them from technical assistants. Therefore, from total sample taken, 103 of them were non-managerial employees, and 17 of them were managerial employees.

The plan was to collect data from 120 individuals which were 52% of the total population. Out of 120 questionnaires distributed to the sample population, 100 of them were successfully returned. 20 questionnaires distributed were not returned. All management members replied their response fully. The rationale for the distribution of large number of questionnaire to academic employees was that most of complaints on employees' motivation emanate from this category, and the core job of the college is performed by these employees.

Data Collection Instruments

The data collection tool mainly comprises questionnaires which has got numerous advantages over other approaches. Firstly, the respondents will have enough time to think over the questions and give adequate answers. Second the relevance and accuracy that is provided if the researcher uses it. A questionnaire is relevant if there is no unnecessary information collected and if the information that is needed to solve the stated problem is obtained. Accuracy means that the information is reliable and valid. The questionnaire used in this research was structured along with both closed and open-ended questions. The student researcher also tried to use personal observation while collecting data through questionnaire. Data was collected by a number of enumerators selected by researcher along with the lions' share involvement of the researcher himself by distributing questionnaire to each group of respondents for 35 days. Data was collected after clear pilot testing of 15 questionnaires to the respondents. This means that the questionnaire was pretested.

Method of Data Analysis

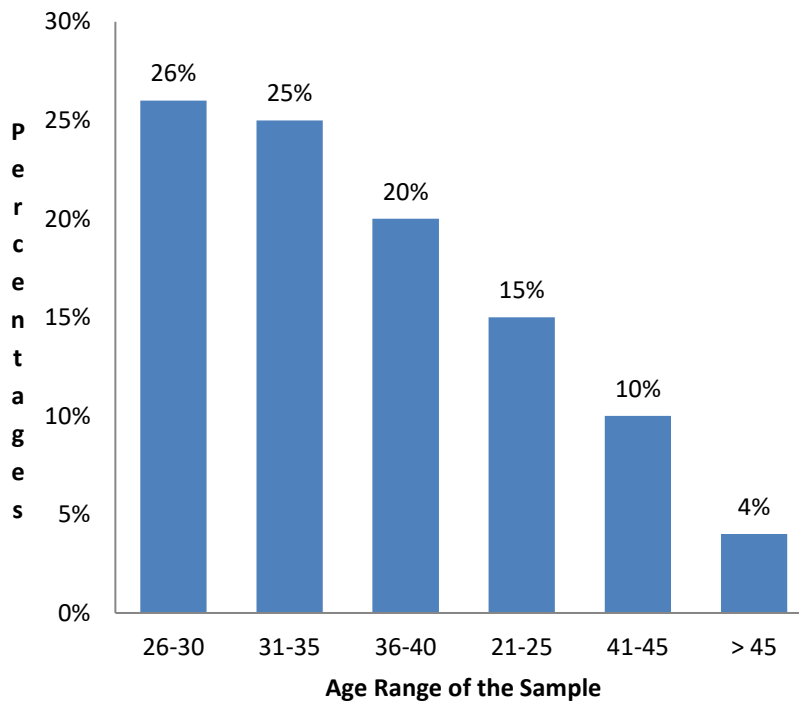
The student researcher analyzed data using descriptive statistics such as, Bar graphs and Percentages. The student researcher used MS Excel as important statistical tool to analyze data collected and organized. Data analyzed in line with the objectives set. Each statistical instrument used is supported by useful interpretations and important relationships made among the data, especially data from non-managers and managers was analyzed separately.

Results and Discussion

I) Sample characteristics

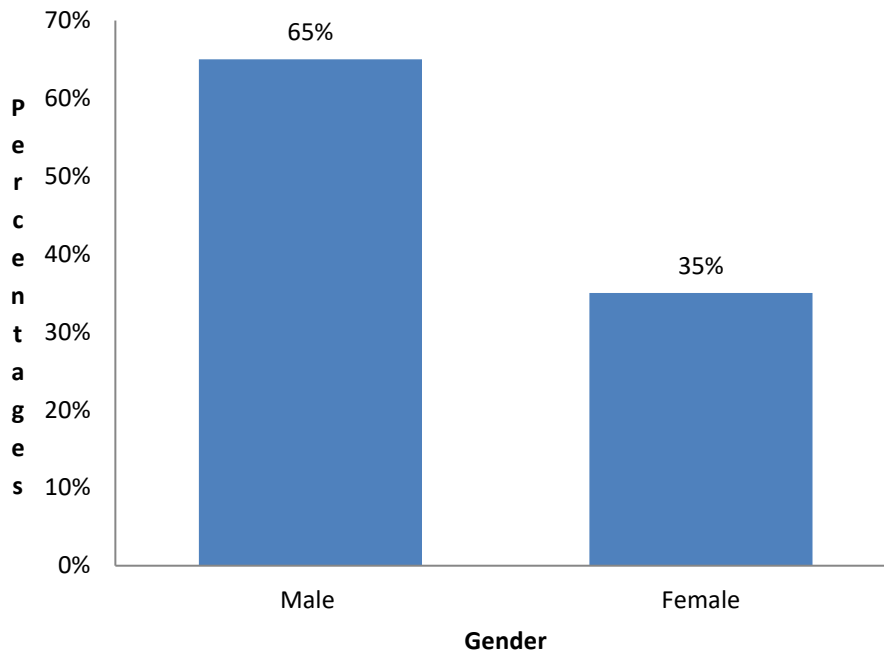
A) Age

A bigger percentage (26%) of respondents were between the ages of 26 and 30 years, followed by 25% between the ages of 31 and 35 years; 20% of respondents fell between 36 and 40, 15% were between the ages 21 and 25 and 10% were between 41 and 45 years old. Only 4% of subjects were above 45 years of age.



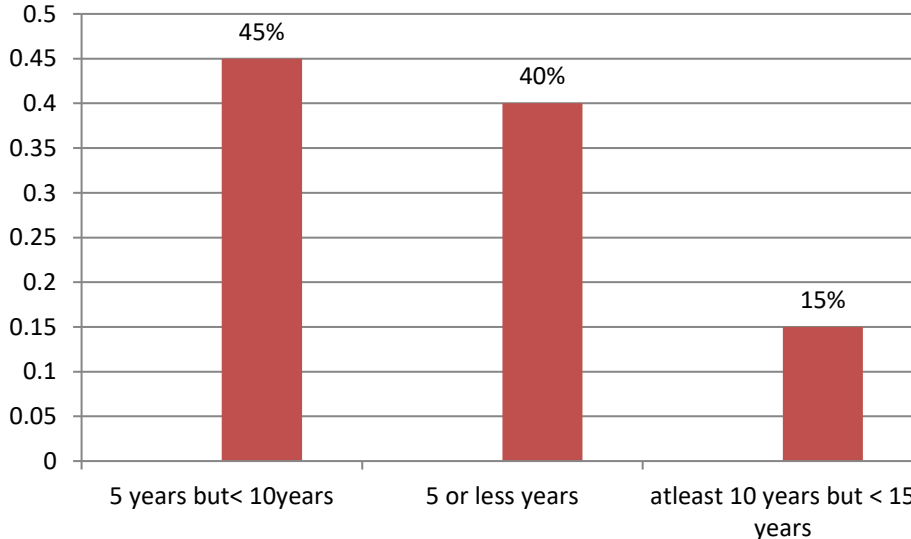
B) Gender

Of the 100 respondents, 35% were female and 65% were male



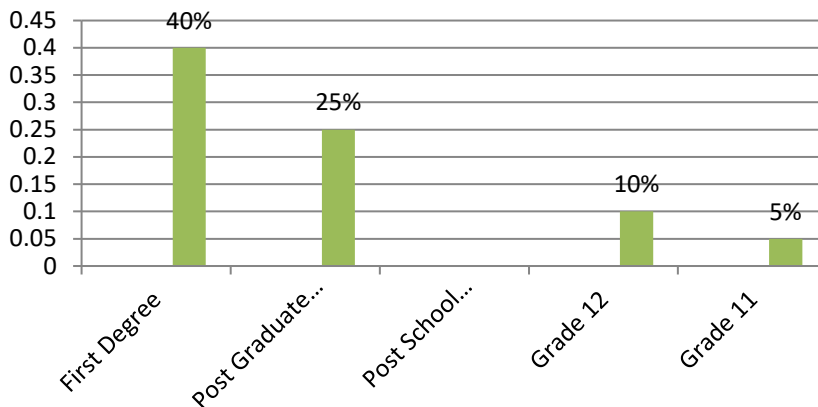
C) Work Experience

The majority of the workers (45%) in the sample had more than 5 years but less than 10 years work experience with Hawassa College of Health Sciences. 40% had 5 or less years. 15% had at least 10 years but less than 15 years work experience.



D) Education

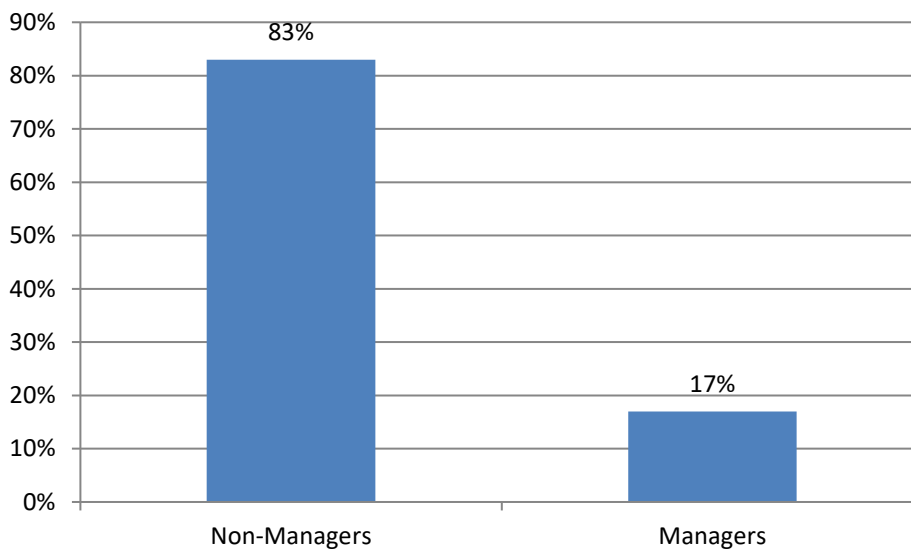
The majority of respondents (40%) had first Degree; 25% had post graduate Degree; 20% had post school Diploma/Certificate; 10% had completed grade 12; 5% had completed grade 11.



Majority of sample is from the academic category. 65% of the respondents have the qualification of first degree and above which implies that this study clearly incorporated the main actors of the college that perform the core activity of the college which is teaching-learning process.

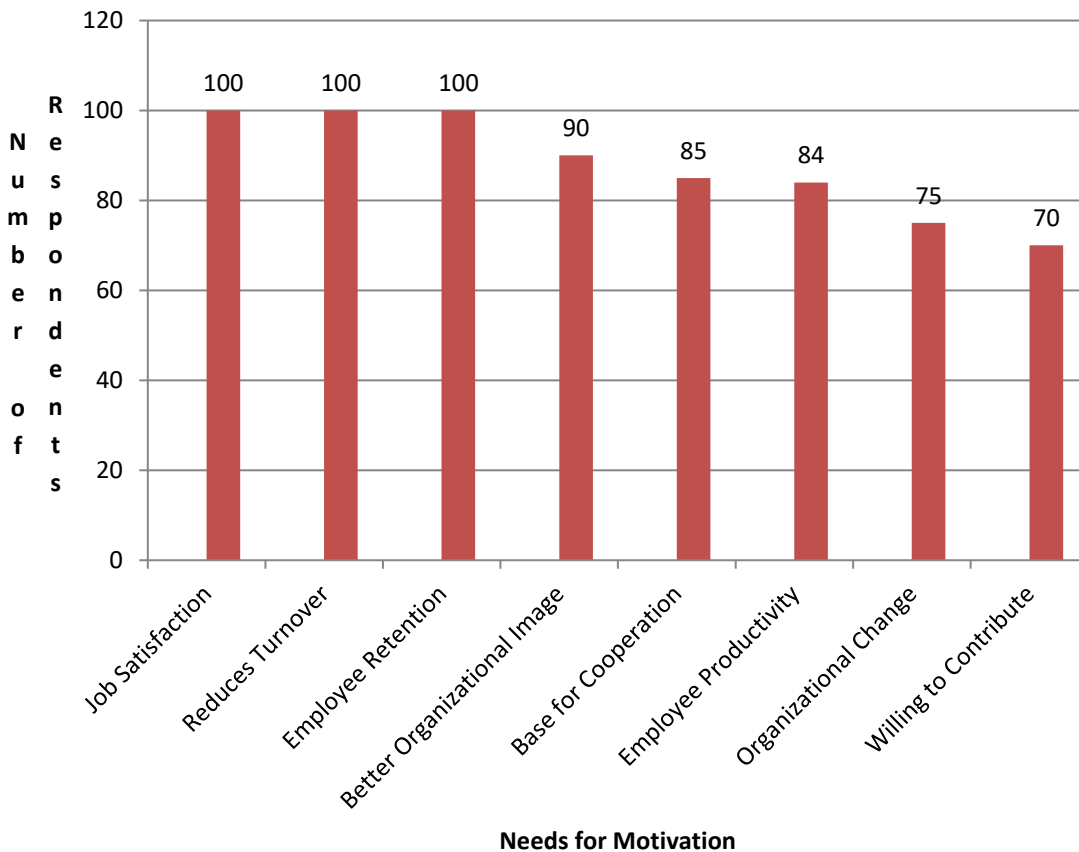
E) Position

83% of the sample was non-managers. 17% were managers or occupied positions of authority over others



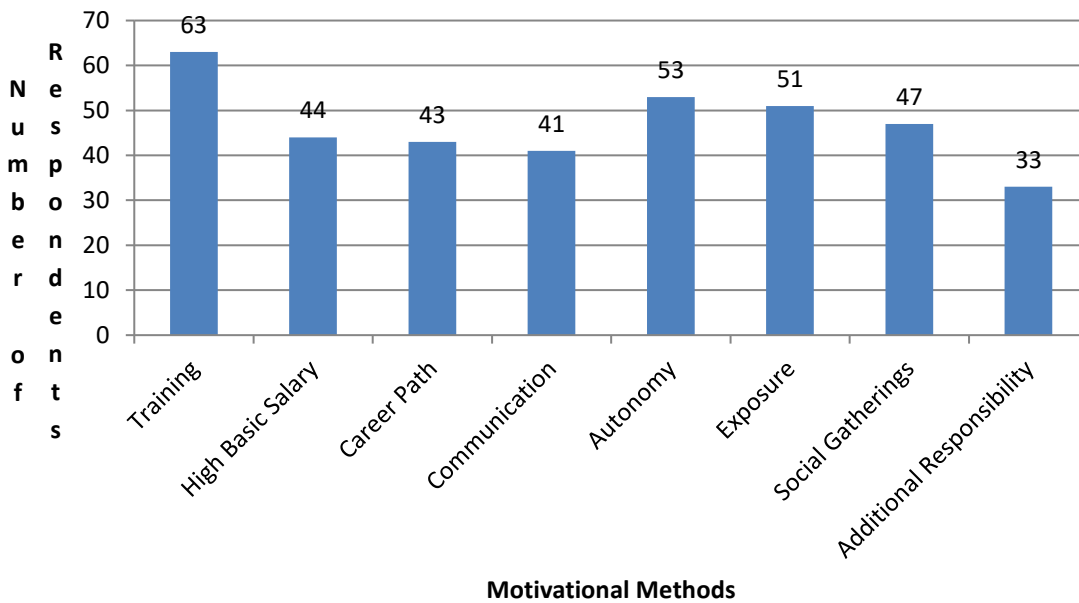
II) Results Based on the objectives of the Study

One of the objectives of the study was to analyze the need for motivation. According to the data gathered from collected questionnaire, motivation is very important thing to the organization (College).



According to figure above, employee motivation is needed for various reasons. From the questionnaire collected, all the respondents (100%) replied that employee motivation is needed for job satisfaction, reducing turnover, and retaining employees in the college followed by motivation is needed for better organizational image which was 90% of the respondents. 85% of the response also explained that motivation is needed for concentrating on goals and cooperation among the employees of the college followed by 84% of response which is motivation is needed for boosting employees productivity. The other reasons mentioned by the respondents were that motivation is needed to let the employees accept organizational change and to increase willingness to contribute that took 75% and 70% of responses, respectively.

Analyzing various motivational methods used in the College was the next important target of the study. Hawassa College of Health Sciences, as among the health science college in Southern Ethiopia since 1980 Gregorian calendar, has been trying its level best in order to motivate its employees. The college has its own vision that is expected to be realized in 2030 Gregorian calendar. The vision can be realized only when the college invests much on its man power. Of course, much was done to move towards the vision though there is distant road to be gone in this regard.



According to figure above, the respondents (non_managerial), 63 in number from the total sample taken, replied that the dominant motivational method in the college is training which is both short-term and long-term. Though it is inclined much to the academic staff of the college, training is the biggest motivational method in the college. The staffs are let their further education like post school diploma/certificate, first and second Degrees. Further education chance existing in the college is part of long-term training. Moreover, short-term training intended to improve the capacity of employees of the college is commonly found. From 63 respondents, all replied that training is the dominant motivational method in the college.

Continuous learning at work is often the foundation up on which worker motivation is built. Managers, faced with the need to provide improved services and higher quality products and to manage high-tech flexible manufacturing and service plants require highly trained and self-motivated employees. As the result, more companies recognize today what many organizations have known for years: motivating workers to do a better job and to use their heads goes hand in hand with training. As one recent report put it, "it is powerful combination: workers who equip themselves (through training) to be competitive and employers who provide them with challenging." (Gary Dessler 1994 435-436)

According to the responses collected from 63 individuals, all responded that training is the number one motivational tool in the college. All agreed that training is the greatest motivational method being practiced in the college.

Autonomy, exposure and social gatherings are next important motivational methods in the college taking the share of 84%, 85%, and 81% responses, respectively.

Autonomy is giving the employee the impetus to do what needs to be done at that moment in the larger context of business. It is a break from the fundamental 'job definition' structure. It allows employees to act independently to fix problems, improve procedures, or enhance interactions.

Independence, when coupled with good communication, motivates the worker to think about the best interests of the company and further motivates by giving the freedom to act in any given situation. Good managers will define the outcomes but avoid narrowing the task into steps for the employee. Managers, trusting the employee to perform the job that he or she has been given to do, allow them to use talent and ingenuity to accomplish that task. An employee that is

engaged in the decision-making process feels motivated to ensure the project is done according to business objectives.

Autonomy is also a major driving factor in the effectiveness of an organization. An organization that is concerned with everyone's role in achieving overall objectives is more adaptable and flexible. Employees will take responsibility for achieving goals in a broader context and will have less rigidity in the interpretation of job roles. The lack of rigidity will enable problems to be dealt with more efficiently and will give greater satisfaction and empowerment to each employee. An effective and productive organization is the major insurer of employee retention, satisfaction, and motivation. (Coffman & Gonzalez- Molina 2002: 45).

Exposure is the chance given to the employee in order to show his ability to the outside community. In this, employee is sent other similar organization to share his skill, and then he will be rewarded for what done. That motivates employees and creates fabulous job satisfaction among the workers of the organization. (Daniel Katz and Robert L. Kahn 1997: 336). In Hawassa College of Health Sciences, the academic staffs have the chance to do this__ they share their experience in both governmental and private organizations including conducting researches , and they will be rewarded for what they performed, this in turn motivates them let them be loyal to the college.

Communication, high basic salary, and career path were also among important motivational methods in the college taking the share of 73%, 70%, and 68% responses, respectively.

Concerning communication, the flow of information in a company can be a powerful tool in motivating its workforce. Communication of clearly stated goals and paths to achievement is the best way to begin developing employee talent.

Registering and acting on the communication of employees also gives a powerful message about their value to the company and management. Employees want their company and team to succeed; and when management uses the input to help them be productive, a sense of empowerment and ownership of the process develops. The open communication also gives a measure of control over their work environment and allows for the improvement of each individual working situation.

The reward employees receive for communicating is not always what managers might view as an award. As Matejka says, “. . . giving an employee something pleasant is not the only way to reward. You are also rewarding (making life more pleasant) when you take something away that the employee dislikes”. Enhancing the work life, thereby compensating the employee for the communication, is a way to build rapport and loyalty. When the work environment is pleasant, the employee's satisfaction and motivation increase.

Communication also gives rise to trust between the supervisors and their staff. Trust enables management to give autonomy and to encourage independence, and that trust builds a strong sense of community for the employee (Nelson 1997: 23).

According to response of managerial employees, 17 in number, the motivational methods found in the college are similar to the response of non-managerial employees. The figure explains this fact.

The response of the managerial people also revealed the fact in this study.

Job Satisfaction

Job satisfaction is the key issue that this study investigated. The researcher collected the responses of 72 respondents on this point. From 100 questionnaire collected, 72 respondents (72%) replied that they are satisfied with jobs while 28 respondents (28%) replied that they feel dissatisfaction.

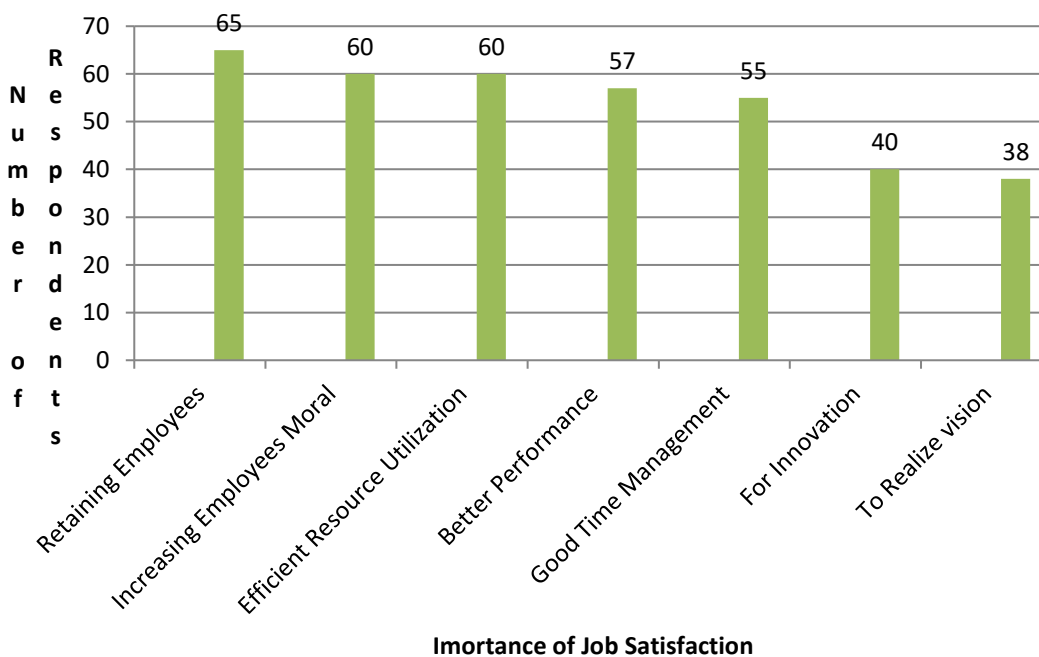
Job satisfaction is truly achieved through the application of different motivational mechanisms and in many cases the job itself plays an important role. In contemporary management, motivation has a great impact on employees' job satisfaction. (Dubrin 1998:265).

Management of every organization must invest much on human resource by creating conducive working environment that motivates people. Job satisfaction, which is directly influenced by motivational activities of the organization, is critically important to have a prosperous future (Lunkaster 2001:94).

According to the responses collected from 72 non-managerial respondents, job satisfaction, which is created through motivation, has several importances to the organization. The respondents clearly assured that motivation has a great impact on their job satisfaction.

According to figure , job satisfaction is important for:

1. Retaining employees in the college
2. Increasing employee moral
3. Efficient resource utilization
4. Better performance
5. Good time management
6. For innovation
7. To realize vision



In the same way, all managerial respondents (17 in number 100%) believed that employees motivation has a clear impact on their job satisfaction. They have assured the facts on the literature that the researcher of this study mentioned as a source. They have also responded similarly as that of non-managerial employees on the importance of job satisfaction.

All those motivational methods mentioned in the study have an impact on employees' job satisfaction according to both categories of respondents of this study.

From the collected questionnaire, the researcher also gathered the data on whether the employees of the college are satisfied with their jobs. 100 respondents (in all questionnaire collected) replied in this point. According to the response, 55 non-managerial, and 17

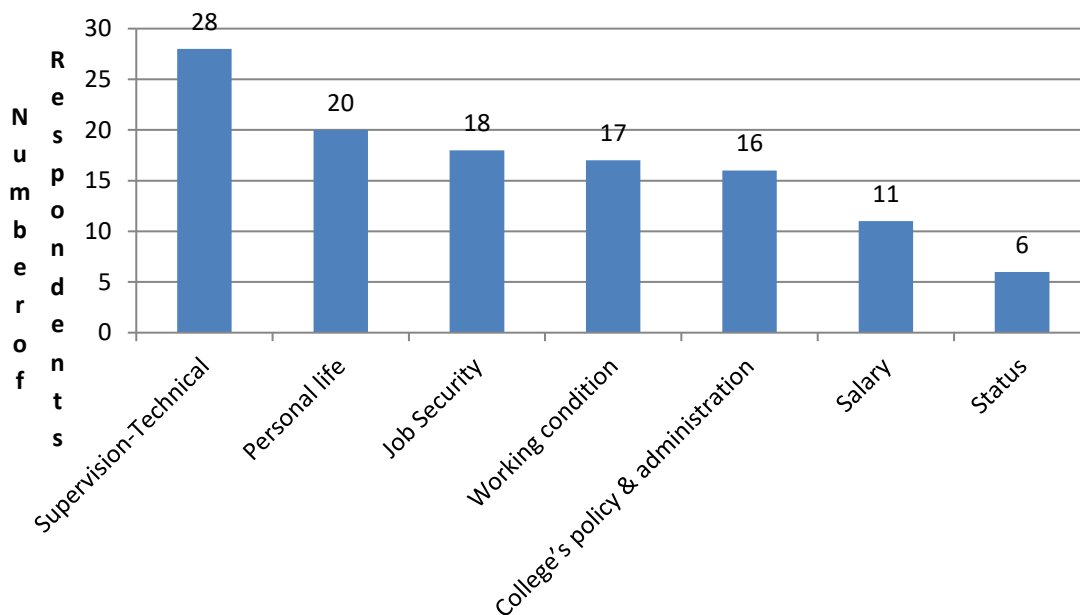
managerial respondents or 72% of the total data collected replied that they are satisfied with their job. The rest 28 (28%) respondents replied that they are dissatisfied in their jobs. Here all managers replied the same that they are satisfied with their jobs.

Each group of respondents listed their own factors causing satisfaction and dissatisfaction.

The non-managerial respondents replied that they are satisfied with their job because of motivational factors like achievement (48 of 55), growth or possibility of growth (47 of 55), and the work itself (46 of 55). Moreover, recognition (41 of 55), responsibility (38 of 55), and advancement (24 of 55) were among the motivational factors mentioned by the respondents. This shows that motivation has a great impact on employees' job satisfaction.

According to manager's data collected, motivators mentioned are similar to that of non-managerial workers. As mentioned by non-managerial workers, achievement, growth or possibility of growth, the work itself, recognition, responsibility, and advancement were also replied by managers as motivators. All managers responded to this point.

From the data collected, 28 respondents replied that they are dissatisfied with their jobs.



Factors Causing Job Dissatisfaction

Herzberg's factors which are taken as motivators are the satisfiers to the employees of Hawassa College of Health Sciences. These are achievement, growth or possibility of growth, the work itself, recognition, responsibility, advancement.

On the other hand, there are factors called as dissatisfies by Herzberg. These factors are the source of dissatisfaction to the employees of Hawassa College of Health Sciences. They are supervision-technical, personal life, job security, working condition, college's policy & administration, salary, and status.

Employees perform well in the college because they are satisfied with their jobs thanks to different motivational methods. And also, Hertzberg's motivational factors play an important in satisfying the employees of the college.

Some employees feel dissatisfaction in the college because they are not satisfied with motivational methods used by the college. In addition to this, Herzberg's hygiene factors have an important impact on them.

Conclusion

In Hawassa College of Health Sciences, motivation is needed and considered as an important tool to create job satisfaction, reducing employees turn over, letting employees concentrate on goals, boosting employees productivity, making employees accept organizational change, increasing the willingness of employees to contribute, becoming base for cooperation, and building better image.

Different motivational methods were identified by this study. Training is the dominant one in motivating employees of the college. High basic salary, exposure, career path, communication, autonomy, additional responsibility, and social gatherings were among motivational methods. From these motivational methods, exposure, autonomy, career path, additional responsibility, and training were mentioned as the best methods in minimizing turnover or retaining employees in the college.

The study also revealed that job satisfaction has several importance to the employees of Hawassa College of Health Sciences such as employees' retention, increasing employees' morale, efficient resource utilization, better employees' performance, good time management, for innovation, and realizing vision.

The study also revealed both motivators and hygiene factors in the College. As motivators, achievement, growth or possibility of growth, the work itself, recognition, responsibility, and advancement were identified. On the other hand, the study also revealed the so called hygiene factors such as supervision-technical, personal life, job security, working conditions, college's policy and administration, salary, and status. The impact of these factors could be known if conducting exit interview was common in the college.

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