

## **Original Research Article**

### **Impact of motivation and job satisfaction on employee's performance: an empirical Study**

Abstract: Employers often face severe problem in motivating and creating job satisfaction for the workers working in the organization. Employers has to create program and policies to motivate and develop job satisfaction among workers in the organization. Most of the researchers on motivation and job satisfaction have concluded with positive findings for Performance efficiency. The study will find out the factor that increase performance workers in the working environment. For the purpose of the study, a sample of selected bank is considered and information collected from different individual. The data were analyzed using simple percentages and mean scores while hypothesis developed were tested accordingly. The result of the ANOVA and correlation indicates that both intrinsic and extrinsic factors of motivation and job satisfaction have impact on performance of the workers in Bank.

Key Words: Motivation, job satisfaction, intrinsic factor, extrinsic factor, performance efficiency.

#### **INTRODUCTION**

Motivation and job satisfaction are the key factor for performance achievement for kinds of organization. Motivation and job satisfaction influence workers to ensure maximum utilization of their efforts for the achievement of the organizational objectives.

Thousands of people are working in the banking sector. But everyday many people are switching from one bank to another. Despite high turnover, performance efficiency of the banking organization is increasing day by day and banking industry is contributing to the economy of Bangladesh. Job satisfaction and motivation in the workplace creates congenial environment for the workers to performance efficiency.

Motivation is a psychological feature that influences a person to action toward a desired goal. Efforts to create motivated and satisfied workforce for the purpose of improving productivity remains the crucial factor in the recent times. This study considers motivation and job satisfaction as key determinants of organizational success. In the past, every researcher has defined the extent and variable about the relationship of work motivation with job satisfaction for performance efficiency.

Job satisfaction refers to an individual's positive emotional reactions to a particular job. Reaction to a job that results from the person's comparison of actual outcomes with those that are desired, anticipated, or deserved. Job satisfaction has significance towards human health both physical and mental and is positively or negatively correlated.

Many researchers identify in several ways in definition of job satisfaction. Greenberg and Baron (1997) define job satisfaction as an individual's cognitive, affective, and evaluative reactions towards his or her job. Locke (1976) provides more specific definition on job satisfaction as the state where one's needs and one's outcomes match well. According to Cranny, Smith and Stone (1992) job satisfaction is a combination of cognitive and affective reactions to the differential perceptions of what an employee wants to receive compared to what he or she actually receives.

Job satisfaction has been the most frequently investigated variable in organizational behavior (Spector, 1997). Job satisfaction varies and researchers, for example Peretomode (1991) and Whawo (1993), have suggested that the higher the prestige of the job, the greater the job satisfaction. Many workers, however, are satisfied in even the least prestigious jobs. That is, they simply like what they do. In any case, job satisfaction is as individual as one's feelings or state of mind. Drever (1964) described job satisfaction "as an end state of feeling." Singh (1990) pointed out that the job satisfaction is a part of life satisfaction, the nature of one's environment off- the- job.

Therefore, we can say that, Motivational factors that influence Job satisfaction in private banking sector had been a researchable concept in the past. It continues to be a researchable concept in the future as well with the ever-changing social conditions.

#### **Background of the study:**

Banking sector one of the lucrative sectors in the economy of Bangladesh for in employment generation and contributing economic growth. Many people are getting involved in banking sector both for job purpose and conducting business. But the job satisfaction and motivation of the workers in this sector are key factors for performance and efficiency of the industry to accelerate growth of business and economy. This paper is aimed to find out the motivational and job satisfaction related factor in banking industry to ensure further improvement in this sector.

#### **Objectives of the study:**

The primary objective of the study is to find out the relationship between motivation and job satisfaction for employee's performance enhancement. The study has also some secondary objectives. This are:

1. To identify the motivational factors and factors of job satisfaction that improve performance of the organization.
2. To examine the relationship between motivation and job satisfaction with the performance of the organization.
3. To examine the impact of intrinsic and extrinsic factors on performance.
4. To provide suggestion in the light of the findings of the study for improving the condition of job satisfaction of commercial banks.

### **Literature Review**

Maslow (1954) suggested that human needs form a five-level hierarchy ranging from physiological needs, safety, belongingness and love, esteem to self-actualization. Based on Maslow's theory, job satisfaction has been approached by some researchers from the perspective of need fulfillment (Kuhlen, 1963; Worf, 1970; Conrad et al., 1985).

Herzberg et al. (1959) formulated the two-factor theory of job satisfaction and postulated that satisfaction and dissatisfaction were two separate, and sometimes even unrelated phenomena. Intrinsic factors named 'motivators' (that is, factors intrinsic to the nature and experience of doing work) were found to be job 'satisfiers' and included achievement, recognition, work itself and responsibility. Herzberg and Mausner's Motivation-Hygiene theory has dominated the study of the nature of job satisfaction, and

formed a basis for the development of job satisfaction assessment. Thus, job satisfaction is the affective orientation that an employee has towards his or her work (Price, 2001). Billingsley and Cross (1992) studied 956 general and special educators in Virginia investigated commitment to teaching, intent to stay in teaching, and job satisfaction. Findings of this study revealed greater leadership support, work involvement, and lower levels of role conflict and stress-influenced job satisfaction for both groups studied.

Moody (1996) reported a relationship between number of years teaching in the institution and satisfaction with the job, salary and coworkers.

Spector (1997) has reviewed the most popular job satisfaction instruments and summarized the following facets of job satisfaction: appreciation, fringe benefits, communication, co-workers, job conditions, nature of the work itself, the nature of the organization itself, an organization's policies and procedures, pay, personal growth, promotion opportunities, recognition, security and supervision, Job satisfaction and its relating factors. Doughty et al. (2002) studied Nurse Faculty at a small Liberal Arts College assessing perception of Nurse Faculty regarding their work environment. Factors most appreciated by faculty were involvement, coworker cohesion, supervisor support, and autonomy. This study Sowmya and Panchanatham 77 showed that many factors contribute to job satisfaction of Nurse Faculty. Castillo and Cano (2004) conducted a study at an agricultural college at a large university by using the Herzberg's theory and the Wood Faculty Satisfaction/ Dissatisfaction Scale (WFSDS) to explore the factors that explain job satisfaction.

Ambrose et al. (2005) conducted a qualitative study to investigate faculty satisfaction and retention. The study focused on the faculty of a private university over a period of 2 years. Findings suggested sources of satisfaction or dissatisfaction clustered into areas such as salaries, collegiality, mentoring, and the reappointment, promotion, and tenure process of departmental heads.

Brady (2007) reported that many of the factors that affect nurse faculty in baccalaureate- and graduate degree nursing programs have a consequence on the retention of nurse faculty in associate-degree nursing programs as well.

Hoque and Ali (1999) wrote paper on “Achievement Motivation and Performance of Public Sector Commercial Bank Employees in Bangladesh”. The study was designed to assess and compare the of achievement motivation of different categories of employees (i.e. Officers and Non- Officers; Male and Female) of public sector commercial banks in Bangladesh.

**Development of hypothesis:**

Ho1: Employee’s performance can be enhanced either by motivation or Job satisfaction.

Ho2: Intrinsic factor or extrinsic factor may be used as motivation and job satisfaction tool.

Ho3: Motivation, Job satisfaction, Intrinsic factor or extrinsic factor can contribute to performance individually better than combination of all factor.

**Methodology of the study:**

To conduct study, we need to focus on primary and secondary data. This study is mainly based on primary data collection from selected commercial [bank](#) workers. The opinion of the workers is the factor to conduct study and find out the relationship of employees' performance with motivation and job satisfaction.

This study identifies different motivational, job satisfying factor then separate [then](#) into extrinsic and extrinsic factor to identify the impact of each factor both jointly and together.

For the research purpose, [we weight](#) the data from 5 to 1. Strongly satisfied as 5, satisfied as 4, neutral as 3, dissatisfied as 2 and strongly dissatisfied as 1. We sum up them to find out the response of workers from each elements and find out variance and significance of them. We use strata software for descriptive analysis and ANOVA testing. Different chart also used in the research process to present the information.

### **Sampling of the study**

To conduct the study, we have selected ten commercial banks. The people who are working as an employee of those banks are considered as respondent of the study. We have collected data about the topics from the respondent through the pretesting questionnaire.

### **Sources of Data**

Since data is an essential part of research. It is needed to select the source of data. For collecting accurate and reliable data, researcher has used two sources. They are primary sources of data and secondary sources of data.

### **Data Collection Procedure**

We have collected data through pretest one questionnaire and through the final questionnaire. The pretest questionnaire was open ended and final questionnaire was close ended. In the pretest questionnaire, researcher has wanted to know the employees' satisfaction of particular banks. In the final questionnaire researcher has wanted to know employees' evaluation about the different factors that motive them in their job satisfaction and how strongly they motivated by those factors and what are the major factors that motive them to a great extent.

### **Conceptual Framework**

“Motivational factors influencing job satisfaction of private banking sector in Bangladesh”- this topic is one of the most important factor in today's job environment.

Different theories on motivation has been introduced to motivate workers in the organization. The study is based on the model developed for the research purpose.



Figure 01: Research Model



In fact, improved job satisfaction can sometimes decrease job performance Hackman and Oldham (1975) suggested that jobs differ in the extent to which they involve five core dimensions: skill variety, task identity, task significance, autonomy, and task feedback.

Similarly, a job is an important part of life, job satisfaction influences one's general life satisfaction as an effective reaction, feeling of employees with job, supervision, co-workers, salary/pay and his/her current and future career progress. The causes of employees' satisfaction are restricted to implant factors alone but they sum the whole gamut of men's needs and aspirations.

Srivastava and Pratap (1984) studied job satisfaction and organizational climate among executives and supervisors, reported a significant positive relationship between the overall climate and job satisfaction. Job satisfaction was also found related to various individual dimensions of organizational climate such as leadership, communication, interaction, influence in decision-making, goal setting and control.

### **Results and Discussion:**

Job satisfaction is the result of effect of so many motivational factors. The terms are highly personalized, as the level of satisfaction differs from time to time and situation.

Moreover, the attitude of any employee affects a lot. One gets satisfaction in any of the activities depending upon how he/she perceives the situation and what is expected in exchange of effort. There may be the difference between two employees, working at a different place and on different situation. It all depends upon viewing of the situation and the effect of rest of the factors, which are crucial at any point of time.

In the research survey, researcher has got some specific prime factors that motive private bank employees in their job satisfaction and dissatisfaction. Those factors can be considered as major factors that motivate employees. Those major finding factors are discussed details in the following:

a) The motivational factor that influence performance of the selected commercial bank in Bangladesh:

From the Figure 02, we have come to know that a large number of workers are very satisfied to the factors related to motivation and job satisfaction to performance. The number of workers who are satisfied with those factor is maximum. Some workers are in the position to express neutral position to work related factors to performance. The workers who are working in the bank are not dissatisfied and number of workers who have expressed dissatisfaction are very poor. So, motivational and job satisfaction related aspects related to performance efficiency are strongly related to performance and it is positive

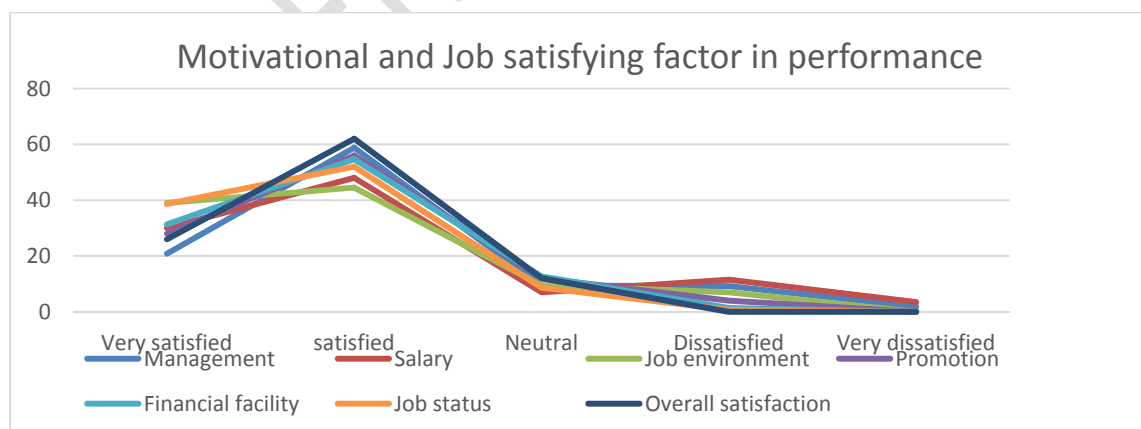


Figure 02: Motivational and Job satisfying factor in performance

b) Effects of intrinsic motivation on performance efficiency:

Organization often considers four factors as extrinsic motivation determinants: salary, Monetary incentives, Financial facility and compensation package. Extrinsic factors are those whose employees value first and provides first in choosing the job and determining to maintain relationship with the organization. Because money is the most important factor to work any organization.

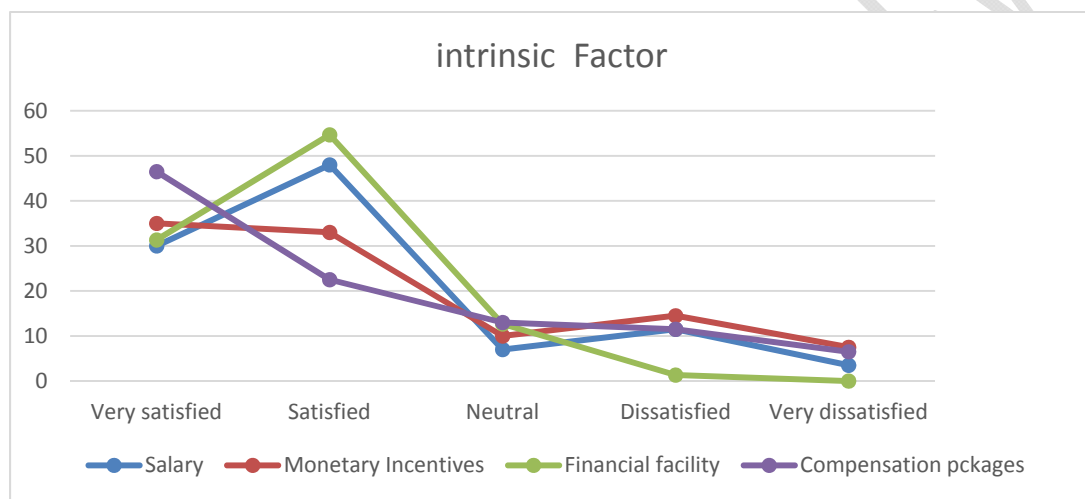


Figure 03: intrinsic motivation on performance efficiency

In terms of salary, we see 78% respondent believe that salary of the bank is satisfactory. If we look at the other factors of job satisfying issues, we found that 65% expressed the opinion that monetary incentives are sound, 86% in the opinion of good financial facility, 69% in the opinion of Sound Compensation. From the figure 03, we can say intrinsic motivational factor lead to high performance. The workers in the organization are motivated and satisfied with the job due to intrinsic motivational factors that leads to high performance.

c) Effects of relationship, security and status with performance achievement:

Relationship with top and lower level people in the organization also plays an important role. Because good relationship creates synergy to work. Behavior of colleagues, relationship with supervisor, relationship with peers are three areas of relationship in the working environment. Job status and job Security are also the factors of influencing workers to work in any organization.

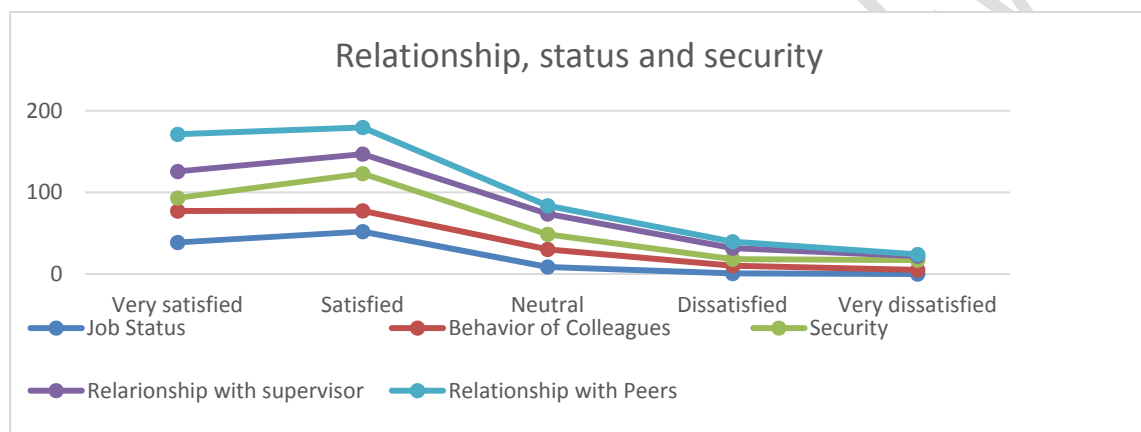


Figure 04: Relationship, status and Security

Most of workers working in different banks expressed satisfactory opinion in terms of relationship, job status and job security. 38.67% workers are very satisfied with Job status, 52% are satisfied with status of job in the banking sector. Job Security is also sound in relation with other job in Bangladesh except government job. Relationship with others are showing very sound results in the opinion of workers working in the banking industry. The satisfactory factors of Job status, job security and relationship motivate workers to work in the bank with full efforts. The highly rated factors satisfy and motivate workers to apply their full efforts. Figure 04 indicates that most of the workers are satisfied in terms of relationship, status and security.

d) Effect of organizational commitment, citizenship and performance:

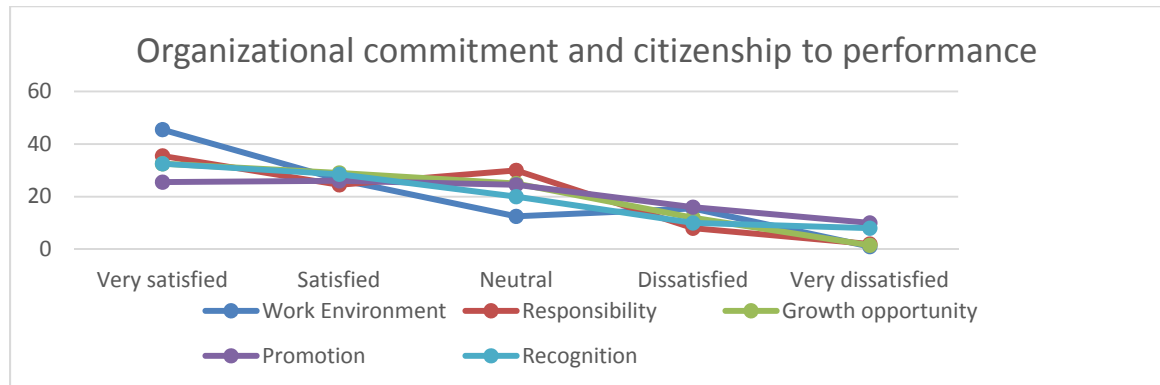


Figure 05: Organizational commitment, citizenship and performance

Organizational commitment and citizenship are two factors that influence workers to increase productivity and stay with job and organization. Organizational commitment and citizenship are related with work environment, Responsibility, Growth opportunity, Promotion and recognition. All those factors motivate and influence workers to work with their full efforts. Figure 05 shows that 45.50% workers are very satisfied and 26.50% workers are satisfied with existing environment in the Bank. More than 50% workers are satisfied with existing promotion facilities in the bank, 35.5% workers are very satisfied with responsibility to work and 24.5% workers are satisfied with responsibility to work. Due to large industry size, the growth opportunity of workers is satisfactory. 32.5% workers are very satisfied with existing growth opportunity and 29% workers are satisfied with the growth opportunities. 32.5 % people are very satisfied with the recognition of work and 28.5% workers are satisfied with recognition to work. The factors related with Organizational commitment and organizational citizenship have developed motivational and job satisfying mentality to increase productivity of the organization.

Table 01: Correlations Motivational, intrinsic and extrinsic factor

Particulars		Motivational factor	Intrinsic factor	Extrinsic factor
Motivational factor	Pearson Correlation	1	.581	.746
Intrinsic factor	Pearson Correlation	.581	1	.858
Extrinsic factor	Pearson Correlation	.746	.858	1

Table 01: represents positive correlation between Motivational and Intrinsic factor of performance, between Motivational and extrinsic factor of performance. Pearson r represents .581, .746 and .858. All value is positive and represents very strong correlation between motivation and intrinsic factors of performance. Again, it also represents very strong correlation between motivation and extrinsic factors of performance. If extrinsic or intrinsic factors of performance are changed, then employees will be changed in terms of motivation to performance.

Table 02: ANOVA Table motivation and Job satisfaction

ANOVA Table				
Source	DF	Sum of Squares (SS)	Mean Square (MS)	F-Stat
Between Groups	1	1512.3	1512.3	0.7428
Within Groups	13	26468.0553	2036.0043	
Total:	14	27980.3996		

P-value is 4.67 and F-statistics value from table 02 is 0.74278. so, we cannot reject null hypothesis that motivational factor or job satisfying factor can ensure the maximum performance of the organization. The mean of the population will be same as sample. So,

both motivational factor and job satisfying factor are important for performance efficiency in the selected bank.

Table 03: Pearson correlation

Particulars	Satisfying factor	Intrinsic factor	Extrinsic factor
Satisfying factor	1	.654	.336
Intrinsic factor	.654	1	.858
Extrinsic factor	.336	.858	1

Pearson correlation  $r$  related to satisfying factors and intrinsic or extrinsic factors of performance in the table 03 also represents very strong correlation. The value represents .654, .231, .336, .580 from two tailed test. It means that the change in one elements of extrinsic or intrinsic factor of performance to job satisfaction will strongly influence the performance of workers. So, the relationship among the elements of performance is strong.

Table 04: ANOVA table Intrinsic and Extrinsic factor

ANOVA Table				
Source	DF	Sum of Squares (SS)	Mean Square (MS)	F-Stat
Between Groups	1	1490.6615	1490.6615	0.7316
Within Groups	13	26489.7381	2037.6722	
Total:	14	27980.3553		

P-value of the test is 4.67 and F-statistics value from table 04 is 0.7316. So, we can say that at 5% significance level, we cannot reject null hypothesis. The existence of any factor both intrinsic and extrinsic will improve employee performance. Organization will experience improved performance, if both intrinsic and extrinsic factor exist in the

organization. The inclusion of any intrinsic and extrinsic motivational or job satisfying factor will improve performance.

Table 05: Descriptive statistics:

Factor	Mean	Std. Dev.	Std. Error
Motivation	772.1	48.7247	15.4081
Job Satisfaction	793.4	35.7113	15.9706
Intrinsic	769.875	48.0608	16.9921
Extrinsic	789.8571	41.4746	15.6759

Table 06: ANOVA table

Source	DF	Sum of Squares(SS)	Mean Square (MS)	F-Stat
Between groups	3	3002.9615	1000.9872	.4914
Within Groups	26	52957.7934	2036.8382	
Total	29	55960.7549		

P-Value is 2.99 and F-statistics value from table 06 is 0.4914. So, at 5% significance level, any single variable can increase performance efficiency of the organization but all the factors are important for the organization for performance efficiency. The mean of different factors from Table 05 is very close. The ANOVA Table 06 indicates that there has no difference between population mean of the factor. So, removal of any aspect



either motivational or job satisfying and intrinsic or extrinsic may harm performance. On the other hand, inclusion of any of those factor will improve performance.

Table 08: Ranks

Factor	Mean Rank
Motivational Factor	2.50
Satisfying Factor	2.70
Intrinsic Factor	1.90
Extrinsic Factor	2.90

The Friedman test from table 08 tells us that that there has statistically significant difference among the means ranks of the related groups. It tells whether there are overall differences. But It has failed to explain the particular difference among the group. Motivational and job satisfying factor may be from intrinsic or extrinsic factor but existence of both intrinsic and extrinsic factor make the achievement of performance objectives effective. So, motivation and job satisfaction should be from both intrinsic and extrinsic factor.

**Key Points:**

Motivational and job satisfying factors together can accelerate performance efficiency of the organizations. Inclusion of any factor either intrinsic or extrinsic will improve performance. Absence of intrinsic or extrinsic factors of job satisfaction will create dissatisfaction of workers. If any factor remains absent either intrinsic or extrinsic, then organization will experience less productivity. So, to ensure productivity, both intrinsic and extrinsic factors of performance to be exist. Different statistical findings indicate that mere motivation or job satisfaction fails to achieve Productivity. It also indicates that

mere intrinsic or extrinsic factors cannot achieve performance. So, both motivational and job satisfaction factor either intrinsic or extrinsic must exist for productivity.

## **RECOMMENDATIONS**

The findings of the research can be used to different sectors of our country to improve motivational and job satisfaction among the workers in the organization. Motivating workers are the challenging and difficult task for all level of management. Intrinsic motivational factors are lagging behind in different sectors in Bangladesh. But both extrinsic and Intrinsic motivational factors should be applied to improve the productivity of other organization in Bangladesh. organization can improve motivational and job satisfaction related aspects by strong intrinsic and extrinsic benefits, organizational commitment, organizational citizenship, relationship, status and security.

## **Conclusions:**

Job satisfaction is a heavily researched area of inquiry. This paper has focused specifically on the aspect of motivational and job satisfaction factor for performance improvement. The aim was to estimate those factors that motive bank employee by which a banker's job's performance will be enhanced. The study highlights some motivational, job satisfaction factors and divided into extrinsic and intrinsic factors for employee's performance improvement. Here six major factors are considered to measure the satisfaction of the employees of the selected banks. These factors are job environment, salary, management, financial facility, promotion, social status. Under those six factors, there are presences some other factors, which are part of those main factors. Changes in some factors such as management policy, salary structure, promotion structure, job

environment and employee input in policy development could be made in an effort to increase job satisfaction.

But we cannot ignore any factors may be related to motivation, job satisfaction, intrinsic or extrinsic. The combination of all aspects ensure the performance efficiency of the workers in the banking industry.

To conclude it can be stated that all those private banks' present scenario is a prospective and competitive one and employees are satisfied but a little more motivation make them more satisfy, which can bring more success in the progress of those banks. The motivation and job satisfactions aspects are also applicable for all sectors both government and private to ensure performance efficiency for those sectors.

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