

The Role Of Motivation And Job Satisfaction In Improving The Performance Of Organization

1. Gohar Sulaiman, 2. Dr Amna Ali, 3. Saima Gul, 4. Noor Ul Ain

*1. PhD Scholar: Department of Management Sciences, IQRA National University Peshawar, Pakistan
Email: Goharsulaiman4@gmail.com*

*2. Assistant Professor: Department of Management Sciences, IQRA National University Peshawar, Paksiatan
Email: am_pk97@yahoo.com*

*3. . PhD Scholar: Department of Management Sciences, IQRA National University Peshawar
Email: Email: saima.gul83@gmail.com*

*4. PhD Scholar: Department of Management Sciences, IQRA National University Peshawar
Email: noorulain.anwar.k@gmail.com
Corresponding author's email address:
Goharsulaiman4@gmail.com*

Abstract:

The purpose of this study is to examine the relationship between job satisfaction and motivation on the performance of an organization. Employee satisfaction has a direct link with that of the company's success. It is said that employees' contentment leads to employees' engagement in the company's affairs, dealings, and decisions that ensure job satisfaction and creates a sense of responsibility and motivation to work as a unanimous entity. The cooperated and collaborative efforts towards betterment result in the company's better performance. The management in this domain needs to play a very important role by minimizing the turnover of employees so that to avoid the loss of skilled workers. With globalization and every day changing market trends, one factor that has remain considerate and fixed over years is the human resource of any company. These drivers of achievement and stupendous growth are the real key to success. Employees of different companies were approached for this study to represent the population. The questionnaire was distributed among them using purposive sampling. SPSS software was used to systematically apply the statistical and logical techniques to deduce out the results. The management needs to align the goals of workers and the organization so they can work on the same page with more determination and devotion. This devotion comes out when they feel themselves a part of work. Motivation and job satisfaction are not only related to high turnover. Along with that it also covers absenteeism, lack of interest, non-collaborative behaviour towards the team at the work-place.

Introduction:

With the high-paced economy and globalization, the business world is expanding quite swiftly. Adapting the new business norms is the only solution for the organization to keep them competitive enough to face market rivalries. This has brought immense pressure on the management of the organization when they are designing their strategies of organizational, operational, and human resource management. With the utilization of the best resource and technology, it is indeed important to manage one of the most valuable drivers of achievement markers i.e. the workforce. The key challenge of the millennium that the business sector today faces is the staff turnover that marks a huge impact on the company's operations. Analyzing and realizing this act from the employees' perspective is, the turnover indeed has many reasons including losing their motivation in work to being not enough paid on the hard work they perform (Davidescu et al, 2020). To be well acknowledged and

successful in the competitive business environment such strategies are needed to be practiced by the management that is aligned as per employees' needs. This includes several factors including their base pay scale; recognition awards an appreciation, bonuses, and incentives. Another important part of this management includes the provision of the best equipment and technology along with a comfortable, friendly, and work-oriented environment. This seems difficult to manage if we relate it to the investments that management had to put in. But this works on the basis; "More huge investments will yield more revenue" (Varma, 2018). Deep-rooted motivation and job satisfaction thus results in unified teamwork and collaborative efforts towards the mission of an organization. This leads to a greater level of efficacy in work with maximizing the use of resources that elevates the organization's success and growth graph and increases its capacity to face the market competitive encounter (Rozman et al, 2017)

This study aims to determine the role of motivation and job satisfaction in improving the performance of an organization.

Literature Review:

The workforce is the maximum shareholder in a company's development and expansion and is a defining source of generating revenues and grabbing customers from the market. For the sustainable and long-term growth of an organization employees' participation, hard work and efforts mark a huge impact. The growth of a company revolves around the staff, their actions and thoughts towards the company's goal, the efficacy they put into their work, the communication that helps them to discuss their creativity and ideas with others, and equality and equity among the workforce without distressing the profit margins. Indeed the success of a company has a linear and direct relationship with workers' job satisfaction and motivation. All the major organizations have adopted the policies and business models that practice ways to attract, motivate and encourage employee engagement in their work by several means. These practices by the business management reflect the human capital that plays an integral part in the accomplishment of organization success and goal achievement. Their maximum involvement in the company is directly correlated with the completion of the organization's vision and provision of extraordinary customer services (Varma, 2018)

Researchers conclude that business sustainability, success, growth, and efficacy become better and better by emphasizing the pleasure, contentment, and needs of the staff by making arrangements for a suitable and pleasant work environment, that has an open and free space for their productivity, thinking and intellectual abilities.

The overall response of gratification and thankfulness concerning their work from the employees increases their enthusiasm and motive towards the company's goal and directly influences its success or failure. Another research emphasizes the importance of motivation and workers' satisfaction towards their work as positive signs that highly influence their loyalty towards their workplace. For the thriving success of their organization, management needs to put in more efforts on how to extract out the best of skills, knowledge, and performance from their employees. This requires aligned behaviors of management and working staff that are only achievable through a two-way pattern. Management provides them with the best of resources and a pleasant workplace that brings a sense of contentment and inspiration in them and as result; they bring forth the best of their diligence. This will also help in building enhanced leadership skills among the individuals. Utilizing this way, the company will produce better leaders that can later take the company's mission to another level with booming success (Abuhashesh et al, 2019)

In the economic context, for an organization, the job satisfaction of the staff can't be neglected. The human capital of an organization is required at all the organizational levels and the negligence can make drastic effects

from low-productivity to lack of interest in work, absenteeism to turnovers that directly alter the sales and services of the organization and drop down its market value (Al-Dalameh et al, 2018)

Rozman et al (2017) concluded that satisfaction and contentment towards the work is an important marker of growth on an individual as well organizational level. This increases commitment and a sense of responsibility towards work and more ways of productivity and retention. Appreciation and acknowledgment be it in the form of awards, recognition, appraisals, bonuses or incentives can make employees feel a part of the work-family with a sense that their work and presence matter and they are a fundamental need for the company's growth.

Another important point of consideration is employees differ on levels of skill development and the strengths they possess. The durable and long-term growth of the companies depends on how well the management understands the individual and collective needs of the staff. A better prediction of workers' necessities will help them to control their behavioral patterns and what they want from their profession (Madan, 2017)

The sense of trust and the power of decision-making also make the employees feel at ease that elevates their competence and expertise. As they become more and more proficient in their work, it also gives them a sense of responsibility. Management in this way can play two ways; one this act of trust makes them satisfied from the work they do and on the other way it creates more excitement in the workplace where everyone challenges his self to thrive hard and harder. When the whole team works in this pattern it generates high revenues for the organization. Nevertheless, an organizational culture that focuses on only managerial powers and orders fails to encourage employees for efficacy, giving them anxiety and distrust. These actions make workers lose their satisfaction and energy to perform better. On the other hand, organizational cultures that are designed where workers' involvement is appreciated help them better know their responsibilities and will work professionally by forming a unified team (Zakaria et al, 2019).

Another research figured out an important point of working conditions concerning the job satisfaction from the appropriate working environment to a pleasant workspace, lighted and ventilated rooms to calm and peaceful surroundings that are well equipped with the facilities needed. Employees working in such an environment do better works as the ambiance have a direct effect on their performance (Pang & lu, 2018).

Yearly or quarterly monetary and non-monetary rewards and recognition is another way to keep the workers satisfied and help the management to form a strong, motivated, and work-oriented team that drives the success of an organization. The satisfaction of the human capital contributes to the prosperous future of the organization.

The tangible effect leading to an organization's success and productivity is the percentage of workers' turnover. Companies with low turnover report a high level of contentment from staff while those having high turnover have the opposite effect. This is somewhat connected with human psychology. If known that on hard work, you will be rewarded, a person brings out the best of efforts he can. Thus, this turnover can be minimized by making employees feel that they're worthy and are the need for the company's framework. Reduced turnovers also save time from instructing newbies what and how to do things. Instead, this investment can be utilized directly on better technological learning of the on-duty employees. This brings more chances of fruitful success to the company.(Elrehail et al, 2019)

Considerate retirement plans, health insurance services for the families, flexible work hours, time to time encouragement, and thank you notes for their service towards the company are a few of the things that do need good investments and increase an employer's cost but multiplies the profitability and success up to two folds (Madan, 2017).

Research framework

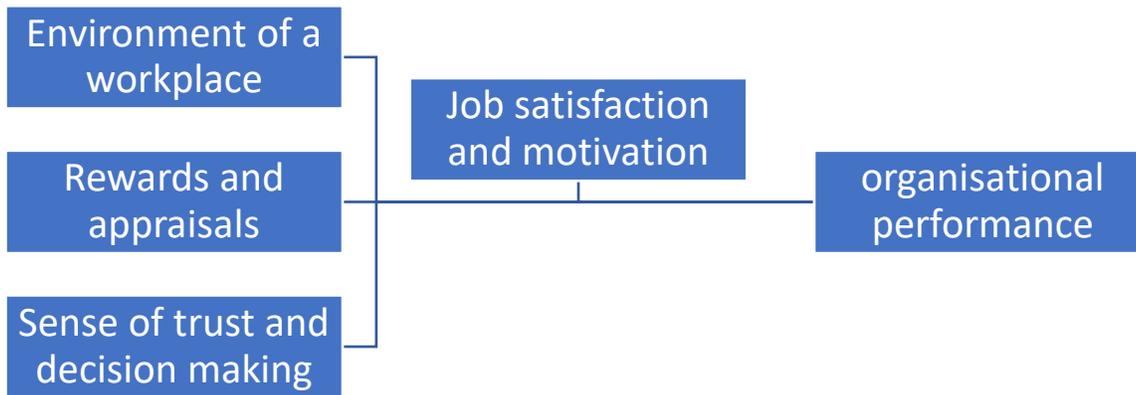


Figure 1 Research framework

The theory applied in this investigation is Appraisal theory, which argues that employees can be motivated if they are appraised because it ultimately influences organisational performance.

Methodology:

Research approach and strategy:

The research strategy determines how the research has been designed to be conducted from planning to implementation and collection and examination of data. To attain and meet the research aim the researchers have adopted the deductive approach as its main research strategy as this study is dependent on the previous researches and scientific work being done previously. The deductive strategy makes use of the related theory and then tests its inference with the gathered data.

Data collection:

Data collection is the process of observing, collecting, calculating, and obtaining information through the use of authentic methods. To ensure the validity and accuracy of research findings this study used a questionnaire as a data collection tool. The questionnaire method was used as it is a more convenient method of data collection and is a faster and low-cost way of collecting samples. The questionnaire comprises of the questions that were adopted from similar previous researches being done.

Sampling Technique and size:

Sampling in research is done to select those individuals out of a big population to make statistical interpretation from them and use it as a common characteristic displayed by the whole population.

This research will use the purposive sampling technique or non-probability sampling in which participants are chosen on basis of the researcher's ideas, beliefs, and thought patterns. The study utilized purposive sampling that will help in determining how motivation and job-satisfaction play their role in improving the performance of an organization.

Employees of different companies were approached for this study to represent the population. The questionnaire was distributed among them using purposive sampling. The total number of individuals that became part of this study is 200 in number. After completion of the questionnaire, they were self-administered to the researcher.

Data Analysis:

SPSS software was used to systematically apply the statistical and logical techniques to deduce out the results. The results were concluded employing regression analysis, a method used to estimate the relationship between a dependent variable and one or more independent variables.

Results

The results with respect to the hypotheses can be found below:

Results of the first hypothesis

H1 – Provision of latest technology results in job satisfaction and motivation hence increasing the organisational performance (OP).

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.740 ^a	.547	.545	.30891

a. Predictors: (Constant), LatestTechnology

The value of R-Square is greater than 20%, and equivalent to 54.7%, hence perfectly fitting the model.

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	22.848	1	22.848	239.430	.000 ^b
	Residual	18.894	198	.095		
	Total	41.742	199			

a. Dependent Variable: OrganisationalPerformance

b. Predictors: (Constant), LatestTechnology

The value of ANOVA table is used to check the value of F and significance. The value of F is greater than 1, and significance is less than 0.05 hence hypothesis is accepted.

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.611	.104		5.896	.000
	LatestTechnology	.726	.047	.740	15.474	.000

a. Dependent Variable: OrganisationalPerformance

The t value indicates that use of latest technology can elevate the chances of motivation and organisational performance by 5.896 times.

Results of the 2nd hypothesis

H2 – Rewards and appraisals elevate job satisfaction and motivation increasing OP.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.522 ^a	.272	.269	.39165

a. Predictors: (Constant), RewardsandAppraisals

The model summary table indicates that R-square is 27.2%, which is greater than 20%, hence the variable (rewards and appraisals) is perfectly fitting the model.

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11.371	1	11.371	74.128	.000 ^b
	Residual	30.372	198	.153		
	Total	41.742	199			

a. Dependent Variable: OrganisationalPerformance

b. Predictors: (Constant), RewardsandAppraisals

The value of F is greater than 1, while the value of significance is less than 0.05, hence the hypothesis is accepted.

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.949	.146		6.518	.000
	RewardsandAppraisals	.573	.067	.522	8.610	.000

a. Dependent Variable: OrganisationalPerformance

T value indicates that rewards and appraisals can elevate motivation of the workers by 6.518 times, hence the chances of organisational performance are also up significantly.

Results to third hypothesis

The third hypothesis investigated was:

H3 – Sense of trust and decisions making result in job satisfactionand motivation that in turns increases the performance of the organization.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
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1	.849 ^a	.720	.719	.24284
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a. Predictors: (Constant), SenseOfTrust

The value of R-square is equivalent to 72%, hence sense of trust and decision making perfectly fit the model due to high percentage.

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	30.066	1	30.066	509.856	.000 ^b
	Residual	11.676	198	.059		
	Total	41.742	199			

a. Dependent Variable: OrganisationalPerformance

b. Predictors: (Constant), SenseOfTrust

The F value is greater than 1 and significance is less than 0.05, on the basis of which sense of trust and decision making increases the chances of improved organisational performance.

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.513	.076		6.762	.000
	SenseOfTrust	.749	.033	.849	22.580	.000

a. Dependent Variable: OrganisationalPerformance

When the organisations provide sense of trust to their employees than chances of improved motivation and performance increases by 6.762 times.

Conclusion

This investigation aimed to explore different parameters associated with sustainable organisational performance, such as rewards and appraisals, environment of a workplace, sense of trust and decision making etc. In literature, these variables are found of utmost importance to improve organisational performance. The results were analysed by conducting survey of 200 people. to find the results, regression analysis was performed. On the basis of results obtained, all the hypotheses have been accepted. The results obtained indicate that most of the organisations are focussing on all the dependent variables presented. Hence, it is recommended for organisations to overcome the issues faced in terms of organisational performance. Based on the observations made, one more conclusion which can be drawn is the fact that appraisals, environment are directly associated with organisational performance. These can be improved by elevating the number of training programs and allowing the professionals to work in a collaboration-based environment.

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Appendix

Questionnaire

Strongly Disagree (SDA)	Disagree (DA)	Neither Agree nor Disagree (N)	Agree (A)	Strongly Agree (SA)
1	2	3	4	5

Environment of a workplace	5 Point Likert Scale				
	SDA	DA	Neutral	A	SA
Environment of a workplace directly results in increased motivation and satisfaction hence elevating organisational performance.					
Environment of a workplace is good in good in your company and directly influencing OP.					

A company must focus on collaboration based work environment to increase motivation, satisfaction and OP.	1	2	3	4	5
Rewards and appraisals					
Rewards and appraisals directly result in increased motivation and satisfaction hence elevating organisational performance.	1	2	3	4	5
Rewards and appraisals provided are good in good in your company and directly influencing OP.	1	2	3	4	5
A company must focus on rewards and appraisals to increase motivation, satisfaction and OP.	1	2	3	4	5
Sense of trust and decision making					
Sense of trust and decision making directly results in increased motivation and satisfaction hence elevating organisational performance.	1	2	3	4	5
Trust and decision making opportunities are good in good in your company and directly influencing OP.	1	2	3	4	5
A company must focus on trusting its workers and allowing them to take decision to increase motivation, satisfaction and OP.	1	2	3	4	5