



Job Satisfaction and Work Performance

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Abstract

Motivation automatically comes when proper employee engagement is there. Managers views about the current motivational approaches offered by their employers, for example are organizations using the right approach? And what are the key factors which motivate managers? Proper communication, learning, work environment, career development, performance management are some key indicators of measuring motivators. The purpose of this research paper is to show that motivation and employee engagement are critical areas that can help organisations be more effective. Research on motivation and employee engagement has attracted academic and corporate entities over the last two decades. In the present study, authors have reviewed the intense literature to extract all possible dimensions of motivation, having direct and indirect impact on motivation techniques. This has examined the multidimensionality of motivation from the existing literature and present a conceptual framework based on it, and it is experienced that various motivation techniques are having a positive impact on both employee satisfaction and the quality of performance in the organization Motivation and employee engagement are inter related with each other, one's direction to behavior, what causes a person to want to repeat a behavior and vice a versa.

Keywords: - motivation, employee engagement, performance management.



INTRODUCTION

Job satisfaction is not the same as Motivation or Aptitude although it is clearly linked. Job Design aims to enhance job satisfaction and performance; methods include Job Rotation, Job Enlargement and Job Enrichment and Job Re-engineering. Other influences on satisfaction include the management style and culture, employee involvement, empowerment and autonomous work position. Job satisfaction is a very important attribute which is frequently measured by organizations. Employee engagement has become a hot topic in recent years. Despite this, there remains a paucity of critical academic literature on the subject, and relatively little is known about how employee engagement can be influenced by management. Although there is a great deal of interest in engagement, there is also a good deal of confusion. At present, there is no consistency in definition, with engagement having been operationalised and measured in many disparate ways. The challenge today is not just retaining talented people, but fully engaging them, capturing their minds and hearts at each stage of their work lives. Employee engagement has emerged as a critical driver of business success in today's competitive marketplace. Further, employee engagement can be a deciding factor in organizational success. Not only does engagement have the potential to significantly affect employee retention, productivity and loyalty, it is also a key link to customer satisfaction, company reputation and overall stakeholder value. Thus, to gain a competitive edge, organizations are turning to HR to set the agenda for employee engagement and commitment. Employee engagement is defined as "the extent to which employees commit to something or someone in their organization, how hard they work and how long they stay as a result of that commitment." Research shows that the connection between an employee's job and organizational strategy, including understanding how important the job is to the firm's success, is the most important driver of employee engagement. In fact, employees with the highest levels of commitment perform 20% better and are 87% less likely to leave the organization, which indicates that engagement is linked to organizational performance. In contrast, job satisfaction—a term sometimes used interchangeably with employee engagement—is defined as how an employee feels about his or her job, work environment, pay, benefits, etc. The happier people are within their job, the more satisfied they are said to be.

Most often employee engagement has been defined as emotional and intellectual commitment to the organisation or the amount of discretionary effort exhibited by employees in their job. Although it is acknowledged and accepted that employee engagement is a multi-faceted construct.

Truss et al define employee engagement simply as 'passion for work', a psychological state which is seen to encompass the three dimensions of engagement, and captures the common theme.

Employee Engagement is typically measured by conducting periodic surveys followed by announcements of new HR practices or incremental process improvements. These rarely make a significant difference. Instead, a more proactive approach that addresses and helps resolve the root causes is required. Sapience is a unique technology solution that provides Automated Visibility and Analytics about individual and team engagement and their contributions. It empowers each stakeholder in the business to help improve Employee Engagement in their own circle of influence:

- **Employees:** Sapience provides an application on each user's desktop, that profiles their work time, activities and habits. It is their own data on their PC. The user learns how to avoid distractions, stay focused and deliver the results expected of him/her in reasonable time. This enables each employee to become more effective at work while avoiding burnout.
- **Managers:** For the first time, managers get accurate team insights that help them to delegate effectively, balance workload across team members, and guide the team to stay focused on the right activities that result in the best possible outcome.
- **Business Leaders:** Sapience helps create organizational structures that inspire the employees to take pride in their work. It provide insights about exact utilization levels at all levels, based on which they can optimally align their workforce to strategy.

Only 13% of employees worldwide are engaged at work, according to Gallup's new 142-country study on the *State of the Global Workplace*. In other words, about one in eight workers -- roughly 180 million employees in the countries studied -- are psychologically committed to their jobs and likely to be making positive contributions to their organizations.

MOTIVATION

Human motivation is a complex and well studied field that has broad roots in a diverse collection of academic disciplines including psychology, sociology, education, political science, and economics. In simplified terms, motivation can be defined as, "what causes people to behave as they do". Unfortunately, this simple definition hides the dynamic intricacies of the motivation literature.

There tends to be a general consensus as to the definition of motivation which reflects that: (1) motivation is goal directed , (2) motivation outlines the achievement and pursuit of goals and (3) motivation is environmentally dependent. Campbell and Pritchard define motivation as being the set of psychological processes that cause the initiation, direction, intensity, and persistence of behavior. Because motivation is so difficult to define, it may help in determining what motivation is not. Motivation is not: (1) directly observable, (2) the same as satisfaction, (3) always conscious, and (4) directly controllable.

Figure 1: Motivation: between the organisation and manager

Nearly half, more than four in ten respondents, say that their organisation does not take the right approach in order to motivate them	<table border="0"> <tr> <td style="background-color: #00FF00; padding: 2px;">YES</td> <td style="padding: 2px;">54%</td> </tr> <tr> <td style="background-color: #008000; padding: 2px;">NO</td> <td style="padding: 2px;">46%</td> </tr> </table>	YES	54%	NO	46%
YES	54%				
NO	46%				

Figure 2: Motivation: between the manager and their staff

The majority of managers, seven in ten, say that it is easy to motivate the staff that report to them	<table border="0"> <tr> <td style="background-color: #00FF00; padding: 2px;">strongly agree</td> <td style="padding: 2px;">30</td> </tr> <tr> <td style="background-color: #008000; padding: 2px;">agree</td> <td style="padding: 2px;">60</td> </tr> <tr> <td style="background-color: #808000; padding: 2px;">disagree</td> <td style="padding: 2px;">70</td> </tr> </table>	strongly agree	30	agree	60	disagree	70
strongly agree	30						
agree	60						
disagree	70						

This indicates that the relationship between people is more important from a motivational perspective than the relationship between the organisation and its people. We would offer the following practical model to help you assess your own motivation, your organisations approach to motivation and how you can help motivate others.



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The framework above suggests that there are five inter linked aspects of your working life that contribute to motivation.

Motivation is not directly observable. “Motivation is an internal state that causes people to behave in a particular way to accomplish particular goals and purposes. It is possible to observe the outward manifestations of motivation but not motivation itself”. For instance, the acquisition of money may be an extrinsic motivator, but it is simply the manifestation of the internal drive to meet intrinsic needs like purchasing food, paying rent for shelter, or acquiring high social status.

Motivation is not the same as satisfaction. “Put simply, satisfaction is past oriented, whereas motivation is future oriented”. While a worker may be very satisfied by the compensation of their job, there are countless instances where these workers are not entirely motivated to continue doing what they.

What does your organisation do to demotivate you?

Poor management/leadership, slow decision making, risk aversion at the top “*risk averse and will always err on side of caution*”, “*going back on decisions*”, “*lack of leadership from immediate manager*”

Poor top managers and leaders “*too many people who lack the skills to be top managers and leaders*”, “*who avoid positive feedback in these litigious times*”

Not valued, lack of feedback “*lack of acknowledgement/acknowledgement of wrong people*”, “*not valuing what we do*”, “*not given feedback often.*”

What does your organisation do to motivate you?

Autonomy, empowerment, trust and freedom “*trust being shown in me to deliver important outcomes*”, “*freedom to create*” **Shares the vision, values and beliefs; engaged** “*clear communicated picture of expectations of our division*”, “*clear values which are shared*”
Involved, consulted and values my opinions “*values my contributions*”, “*informs me and involves me*”, “*I can suggest changes and be listened to*”
Pay and rewards “*acceptable level of reward*”, “*salary (obviously!)*”, “*a reasonable financial package*”, “*an OK salary.*”

What else could your organisation do to motivate you?

More recognition, thanks, encouragement and feedback. “*some kind of formal recognition would be good*”, “*better recognition of good work*”, “*wider recognition of success*”, “*say thank you occasionally*”
Improved communications, more visibility of top team, contact, talk more, be more open “*better communications and a couple of „thank you” comments occasionally*”
More money “*performance related pay – for some*”, “*pay more*”, “*salary increases linked to performance*”

LITERATURE REVIEW

Research on motivation has attracted academic and corporate entities over the last two decades. In the study, authors have reviewed the intense literature to extract all possible dimensions of motivation, having direct and indirect impact on motivation techniques. This has examined the multidimensionality of motivation from the existing literature and present a conceptual framework based on it, and it is experienced that various motivation techniques are having a positive impact on both employee satisfaction and the quality of performance in the organization; however, the model needs to be validated using quantitative measures. In order to study the various issues highlighted in

this paper related to employee motivation, a large body of literature mainly from different journals have been incorporated.

How Organisations Motivate Managers

we listed a number of key motivators and rank them accordingly in relation to importance to themselves and also with regard to how their organisation viewed them as motivators for employees. The following table highlights the major responses:

Table 1: The 7 Key Factors for Motivation and Engagement

What Managers Want Ranking		What Organisations Rely On Ranking
1 29%	Challenging/interesting work	2 14%
2 11%	Opportunity to continually learn and develop skills and knowledge	5 8%
3 10%	A high basic salary	6 7%
4 7%	Having the authority to run my own show"	15 3%
5 7%	Clear career advancement within the organisation	8 4%
6 6%	Knowing my decisions have an impact on the organisation	14 3%
7 5%	Performance related pay/incentive schemes	1 18%

Top 5 Reasons Why Staff are Likely to Leave Organisations

Source: Watson Wyatt, Global Strategic Rewards

Employers	All Employees	Top-performing Employees
%	%	%
49 career development opportunities (lack of) 48 promotion opportunities (lack of) 43 base pay (dissatisfaction with)	35 stress levels 34 base pay 27 promotion opportunities 25 career development opportunities 20 work/life balance	39 base pay 37 stress levels 27 promotion opportunities 20 career development opportunities 19 work/life balance

Approaches used by Managers who Find it Easy to Motivate Staff

"I coach them"	"Give them freedom to organise their own work"	"Tasks in our department link to the strategy"
"I trust them and delegate to the maximum"	"Let them use their own initiative"	"Am open, honest, encouraging and supportive"
"We respect each other"	"I support my direct reports to learn and develop through making their own decisions and mistakes"	"Make my staff feel they are valued"
"I am approachable and people feel they can come to me as necessary"	"Always ensuring they receive the praise for an idea, not me or someone higher up the organisation"	"Listen and take note of staff ideas"
"I involve them in decisions and strategy and they are keen to do well"	"We have a joint process of motivation, reviewing performance together"	"We support and challenge each other well"

Ten key areas for Measuring Motivation

- Communication
- Praise and recognition

- Management style
- Teamwork
- Motivation
- Learning and development
- Learning and development
- Work relationships
- Work environment
- Performance Management
- Career development

Thus, we can say that there are different motivational approaches which help to build a healthy relationship between managers and employees. Some key indicators are necessary to be considered when we are talking about motivation and employee engagement.

CONCLUSION

Formal systems to manage motivation and employee engagement. As it is been notice that *“currently the organisation is doing very little in terms of motivating staff”*. But some have come up with the saying that, *“most of what my organisation does to motivate is indirect e.g. excellent training offer, good pension”*. Finding different ways to create a good relationship between employer and employee invariably includes a good approach to communications. Employee engagement indicates that various aspects of communications are the most important among employers which report a positive environment with their staff. When there is proper employee engagement it will automatically motivate the employees.



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