

## Employee Job Satisfaction and Motivational factors in Service Sector

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### Abstract

*Job satisfaction is a key instrument to gauge the organizational health as service quality largely depends upon the human resources Saker et al (2003). Job Satisfaction is the buzz word in today's corporate era.*

*Since the transformation of personnel into HR, and its inception in the industry new concepts related to human capital has been emerging day by day. A decade ago this concept was not practiced or applied and the employees were very loyal to their organizations and used to start and end their career in the same organizations. Apart from the bread and butter the organization used to act as their sanctuary and no one was much concerned about the job itself or job satisfaction. Over the period of time employees have witnessed several eras in modern business history and the concept of treating humans as assets of the organization has flourished and has done wonders around the world in terms of growth of companies.*

*The study of motivation and satisfaction in the workplace has become a subject of intense interest amongst numerous fields of studies. However, especially nowadays, as business and organizations experiencing the effects of the worst economic recession in decades, the understanding of the importance of these concepts is essential for its continued survival. The purpose of this paper is a) to study the role of motivation and satisfaction in the workplace b) to identify the most important factors of motivation - satisfaction that could lead the employees to a more efficient behavior, and c) to find out if these factors are differentiated in relation to their socio-demographic and job related features.*

### INTRODUCTION

Job Satisfaction is the buzz word in today's corporate era. Since the transformation of personnel into HR, and its inception in the industry new concepts related to human capital has been emerging day by day. A decade ago this concept was not practiced or applied and the employees were very loyal to their organizations and used to start and end their career in the same organizations. Apart from the bread and butter the organization used to act as their sanctuary and no one was much concerned about the job itself or job satisfaction. Over the period of time employees have witnessed several eras in modern business history and the concept of treating humans as assets of the organization has flourished and has done wonders around the world in terms of growth of companies.

The concept of job satisfaction has emerged and now there are several factors contributing to it which are monetary and non-monetary. Job satisfaction is the favorableness or un-favorableness with which employees view their work and it is affected by both the internal and external environment of the organization. Job design affect the job satisfaction, as jobs that are rich in behavioral elements such as variety autonomy, task unimportance and feedback contribute to employee's satisfaction. Job satisfaction links closely to work motivation. It may be viewed, at one level, as an outcome of being able to succeed in acting in accordance with one's motivation. In this sense, satisfaction arises not from performance of the job per se, but from the ability to have a need or motive satisfied. It is assumed that high levels of motivation will have both psychological and behavioral consequences: the psychological consequences include job satisfaction and organizational commitment; whereas the behavioral

effects include higher output, lower absenteeism and lower likelihood of leaving the job.

The paradigm of the banking sector changed with the emergence of plastic money and online transfers etc. Thus the technological pay and breakthroughs affected the banking sector and numerous career opportunities were created in this sector in all disciplines. The paradigm shifted from a financial sector to a services sector where providing quality service to the customer became the ultimate goal of the bank. Due to heavy inflow of multinational banks, a new culture in the banking sector is emerged which is based on performance, rewards and compensations.

This has brought higher employment opportunities, increases in income level, and changes in consumption pattern and consequently there emerges a competitive environment in the industry.

To study the job satisfaction of the respondent's factor analysis is adopted. Factor analysis is a statistical method used to describe variability among observed. Factor analysis searches for such joint variations in response to unobserved latent variables. The job satisfaction as per factor analysis comprises of four factors, salary satisfaction, fringe benefits, working climate and satisfied with current job. When the employees are satisfied with salary, fringe benefits and work environment, logically they will be satisfied with the current job. Accordingly the variable is labeled as satisfaction from pay and benefits. Component 2 comprises of four factors namely, job content, social status, help customers, and satisfy customer needs. Accordingly the variable is labeled satisfaction from the job itself. Component 3 comprises of five factors, self actualized, job security, dignity and respect, satisfied with colleagues and sense of achievement.

Accordingly the variables are labeled as satisfaction and pride. Component 4 comprises of five factors, promotion opportunities, career development, recognition by boss, satisfied with the boss and choice to leave. The factor choice to leave is reverse scored due to its polarity.

Accordingly the variable is labeled as satisfaction from career.

### **RESEARCH METHODOLOGY AND DESIGN: OBJECTIVES OF THE STUDY:**

- To find out the motivational factors that affect the job satisfaction of selected private and public sector bank employees.
- To find out important motivational factors which are considered by public and private sector bank employees

### **HYPOTHESIS OF THE STUDY:**

H1: There is equal preference of achievement as a motivational factor by public and private sector bank employees

H2: There is equal preference of recognition as a motivational factor by public and private sector bank employees.

H3: There is equal preference of work itself as a motivational factor by public and private sector bank employees

H4: There is equal preference of responsibility as a motivational factor by public and private sector bank employees

H5: There is equal preference of advancement as a motivational factor by public and private sector bank employees

H6: there is equal preference of interpersonal relations as a motivational factor by public and private sector bank employees

H7: There is equal preference of supervision a motivational factor by public and private sector bank employees  
H8: There is equal preference of policy of bank as a motivational factor by public and private sector bank employees

H9: There is equal preference of working conditions as a motivational factor by public and private sector bank employees

H10: There is equal preference of personal life as a motivational factor by public and private sector bank employees

### CONCEPTUAL FRAMEWORK:

The conceptual framework for this study is based on Harold Koontz's Need-Want-Satisfaction model and the Herzberg's motivation-hygiene theory. Job satisfaction and dissatisfaction were found to stem from different sources. Certain factors lead to satisfaction when they are present and dissatisfaction when they are absent. In particular, dissatisfaction was associated with condition surrounding the job (e.g., working condition, pay, security, quality of surrounding the job, relation with others) rather than work itself. Satisfaction was associated with the work itself or outcomes directly such as nature of the jobs, achievement in the work, promotion opportunities and chance for personal growth and recognition.

### RESEARCH DESIGN:

The study was a project of descriptive nature. The main tool of the research based on self administrated questionnaire. The target population of this research was the selected bank employees in Kadapa District, Andhra Pradesh and stratified random sampling technique were used. The sample size consists of 196 bank employees working in both in public and private banks sector in Kadapa District.

### RESEARCH INSTRUMENT RELIABILITY AND VALIDITY:

The self administered questionnaire were used in this study it is divided into two parts, part-I deals with personal characteristics and part-II consists of 23 questions were used to determine how each public and private sector bank employees perceived the ten motivational factors influencing his or her job satisfaction, question number 23 was specially used for the weighting of the importance of the motivational factors and perceived overall job satisfaction. Questionnaire was constructed as a Likert Scale with five choices from highly satisfied to highly dissatisfy. The instrument was tested for validity and reliability by

using Cronbach Alpha Coefficient is .74 points of reliability.

### DATA ANALYSIS:

In this research both descriptive and inferential statistics were used among them Frequency, per centage, Mean, Standard Deviation, Minimum and Maximum, T-Test.

### FINDING AND IMPLICATIONS:

The results shows that out of 196 respondents 110(56.1%) are public sector bank employees and rest of 86 (43.9%) are private sector employees, with regard to personal characteristics of sample respondents majority of 170 (86.7%) are male, 26(13.3) are female. The mean age of respondents is 38.59 and SD 7.357.the large number of respondents are from sub-staff category 50 %( n=98), clerks are 32.7 %(n=64) and rest of them are managers 17.3%(n=34).the analysis reveals that the mean experience is 7.30 and SD is 3.33. The respondent are in terms of education qualification are grouped in three categories intermediates 52 %( n=102), graduates 43.9% (n=86) and rest of them have post-graduation 4.1 %( n=8).

The table No 1 to 10 reveals t-test for ten motivational factors. The results reveal that achievement as motivational factor are equally perceived by both public and privates sector employees. It is based on (p value .518>0.005) therefore, we can accept the null hypothesis. For recognition as motivational factors (p value .137>0.005) hence, we accept the second null hypothesis, for work itself (p value .501>0.005), accept null hypothesis, responsibility (p value .026>0.005) therefore, null hypothesis is acceptd, for advancement (p value .005≤0.005) hence, we can reject the null hypothesis both public and private sector bank employees are not equally perceived advancement as a source of motivation to them.

The t-test result for interpersonal relationship (p value .331>0.005) therefore, we can accept the null hypothesis that interpersonal relations is source of satisfaction for both public and private sector employees. For supervision ( p value .000<0.005) this result supported

the alternative hypothesis supervision is not as a source of satisfaction for them. It is already stated in Herzberg's two-factor theory, the supervision is under hygiene factor it is not a potential source of satisfaction. For bank policy (p value .779>0.005) null hypothesis is accepted, working conditions (p value .001<0.005) therefore, null hypothesis is rejected this finding is not supported two-factor theory working conditions are also have a considerable influence on job satisfaction, for personal life ( p value .479>0.005) therefore, null hypothesis is accepted all the above said t-test are carried out at 5% significance levels.

**Table No1: Independent Sample T Test For Achievement As Motivation Factor**

| Motivational Factor |                            | Leven's Test of Equality of Variances |      | T Test For Equality Of Means |         |                |                 |                      | Group Statistics |                    |                  |
|---------------------|----------------------------|---------------------------------------|------|------------------------------|---------|----------------|-----------------|----------------------|------------------|--------------------|------------------|
|                     |                            | F                                     | Sig. | T                            | Df      | Sig.(2-Tailed) | Mean Difference | Std.Error Difference | Mean             | Std. Deviation     | Std. Error Mean  |
| Achievement         | Equal Variance Assumed     | .327                                  | .568 | .648                         | 194     | .518           | .10507          | .16216               | 4.5818<br>4.4767 | 1.11192<br>1.14508 | .10602<br>.12348 |
|                     | Equal Variance Not Assumed |                                       |      | .646                         | 180.164 | .519           | .10507          | .16275               |                  |                    |                  |

**Table No. 2: Independent Sample T Test For Recognition As Motivation Factor**

| Motivational Factor |                            | Leven's Test Of Equality Of Variances |      | T Test For Equality Of Means |       |                |                 |                      | Group Statistics |                    |                  |
|---------------------|----------------------------|---------------------------------------|------|------------------------------|-------|----------------|-----------------|----------------------|------------------|--------------------|------------------|
|                     |                            | F                                     | Sig. | T                            | Df    | Sig.(2-Tailed) | Mean Difference | Std.Error Difference | Mean             | Std. Deviation     | Std. Error Mean  |
| Recognition         | Equal Variance Assumed     | 2.22                                  | .138 | -1.79                        | 194   | .074           | -.39387         | .21896               | 3.5364<br>3.9302 | 1.43787<br>1.62184 | .13710<br>.17489 |
|                     | Equal Variance Not Assumed |                                       |      | -1.77                        | 171.1 | .078           | -.39387         | .22222               |                  |                    |                  |

**Table No. 3: Independent Sample T Test For Work Itself As Motivation Factor**

| Motivational factor |                           | Leven's test of equality of variances |      | T test for equality of means |        |                |                 |                      | Group statistics |                    |                  |
|---------------------|---------------------------|---------------------------------------|------|------------------------------|--------|----------------|-----------------|----------------------|------------------|--------------------|------------------|
|                     |                           | f                                     | Sig. | t                            | df     | Sig.(2-tailed) | Mean difference | Std.Error Difference | Mean             | Std. Deviation     | Std. Error Mean  |
| work itself         | Equal variance assumed    | .455                                  | .501 | -.516                        | 194    | .606           | -.12702         | .23377               | 3.8909<br>4.0116 | 1.67192<br>1.56050 | .15941<br>.16827 |
|                     | Equal variance not assume |                                       |      | -.521                        | 187.96 | .603           | -.12702         | .23179               |                  |                    |                  |

**Table No. 4: Independent Sample T Test For Responsibility As Motivation Factor**

| Motivational Factor |                           | Leven's test of equality of variances |      | T test for equality of means |       |                |                 |                      | Group statistics |                    |                  |
|---------------------|---------------------------|---------------------------------------|------|------------------------------|-------|----------------|-----------------|----------------------|------------------|--------------------|------------------|
|                     |                           | f                                     | Sig. | t                            | df    | Sig.(2-tailed) | Mean difference | Std.Error Difference | Mean             | Std. Deviation     | Std. Error Mean  |
| Responsibility      | Equal variance assumed    | 5.005                                 | .026 | -1.258                       | 194   | .210           | -.28584         | .22722               | 3.6909<br>3.9767 | 1.65205<br>1.47908 | .15752<br>.15949 |
|                     | Equal variance not assume |                                       |      | -1.275                       | 190.4 | .204           | -.28584         | .22416               |                  |                    |                  |

**Table No5: Independent Sample T Test For Advancement As Motivation Factor**

| Motivational Factor |                           | Leven's Test of Equality of Variances |      | T Test For Equality Of Means |         |                |                 |                      | Group statistics |                    |                  |
|---------------------|---------------------------|---------------------------------------|------|------------------------------|---------|----------------|-----------------|----------------------|------------------|--------------------|------------------|
|                     |                           | f                                     | Sig. | t                            | df      | Sig.(2-tailed) | Mean difference | Std.Error Difference | Mean             | Std. Deviation     | Std. Error Mean  |
| Advancement         | Equal variance assumed    | 7.923                                 | .005 | 1.794                        | 194     | .074           | .35201          | .19620               | 4.3636<br>4.0116 | 1.21706<br>1.53005 | .11604<br>.16499 |
|                     | Equal variance not assume |                                       |      | 1.745                        | 159.465 | .083           | .35201          | .20171               |                  |                    |                  |

**Table No 6: Independent Sample T Test For Interpersonal Relations As Motivation Factor**

| Motivational Factor     |                           | Leven's test of equality of variances |      | T test for equality of means |         |                |                 |                      | Group statistics |                    |                  |
|-------------------------|---------------------------|---------------------------------------|------|------------------------------|---------|----------------|-----------------|----------------------|------------------|--------------------|------------------|
|                         |                           | f                                     | Sig. | t                            | df      | Sig.(2-tailed) | Mean difference | Std.Error Difference | Mean             | Std. Deviation     | Std. Error Mean  |
| Interpersonal Relations | Equal variance assumed    | .949                                  | .331 | -.560                        | 194     | .576           | -.12304         | .21959               | 4.1909<br>4.3140 | 1.57093<br>1.46538 | .14978<br>.15802 |
|                         | Equal variance not assume |                                       |      | -.565                        | 188.007 | .573           | -.12304         | .21772               |                  |                    |                  |

**Table No7: Independent Sample T Test For Recognition As Motivation Factor**

| Motivational Factor |                           | Leven's test of equality of variances |      | T test for equality of means |         |                |                 |                      | Group statistics |                    |                  |
|---------------------|---------------------------|---------------------------------------|------|------------------------------|---------|----------------|-----------------|----------------------|------------------|--------------------|------------------|
|                     |                           | f                                     | Sig. | t                            | df      | Sig.(2-tailed) | Mean difference | Std.Error Difference | Mean             | Std. Deviation     | Std. Error Mean  |
| Supervision         | Equal variance assumed    | 26.167                                | .000 | -4.233                       | 194     | .000           | -.98922         | .23371               | 3.3364<br>4.3256 | 1.76758<br>1.41788 | .16853<br>.15289 |
|                     | Equal variance not assume |                                       |      | -4.347                       | 193.860 | .000           | -.98922         | .22755               |                  |                    |                  |

**Table No 8: Independent Sample T Test For Policy As Motivation Factor**

| Motivational Factor |                           | Leven's Test Of Equality Of Variances |      | T Test For Equality Of Means |    |                |                 |                      | Group Statistics |                    |                  |
|---------------------|---------------------------|---------------------------------------|------|------------------------------|----|----------------|-----------------|----------------------|------------------|--------------------|------------------|
|                     |                           | f                                     | Sig. | t                            | df | Sig.(2-tailed) | Mean difference | Std.Error Difference | Mean             | Std. Deviation     | Std. Error Mean  |
| Policy              | Equal Variance Assumed    |                                       |      |                              |    |                |                 |                      | 4.0818<br>4.1860 | 1.42798<br>1.40178 | .13615<br>.15116 |
|                     | Equal Variance Not Assume |                                       |      |                              |    |                |                 |                      |                  |                    |                  |

**Table No 9: Independent Sample T Test For Working Conditions As Motivation Factor**

| Motivational Factor |                           | Leven's Test Of Equality Of Variances |      | T Test For Equality Of Means |         |                |                 |                      | Group Statistics |                    |                  |
|---------------------|---------------------------|---------------------------------------|------|------------------------------|---------|----------------|-----------------|----------------------|------------------|--------------------|------------------|
|                     |                           | F                                     | Sig. | T                            | Df      | Sig.(2-Tailed) | Mean Difference | Std.Error Difference | Mean             | Std. Deviation     | Std. Error Mean  |
| Working Conditions  | Equal Variance Assumed    | 12.005                                | .001 | .434                         | 194     | .665           | .09091          | .20953               | 4.0909<br>4.0000 | 1.29605<br>1.63779 | .12357<br>.17661 |
|                     | Equal Variance Not Assume |                                       |      | .422                         | 158.902 | .674           | .09091          | .21555               |                  |                    |                  |



**Table No10: Independent Sample T Test For Personal Life As Motivation Factor**

| Motivational Factor | Leven's Test Of Equality Of Variances | T Test For Equality Of Means |      |       |         |                 |                 | Group Statistics      |        |                |                 |
|---------------------|---------------------------------------|------------------------------|------|-------|---------|-----------------|-----------------|-----------------------|--------|----------------|-----------------|
|                     |                                       | F                            | Sig. | T     | Df      | Sig. (2-Tailed) | Mean Difference | Std. Error Difference | Mean   | Std. Deviation | Std. Error Mean |
| Personal Life       | Equal Variance Assumed                | .504                         | .479 | -.469 | 194     | .640            | -.10825         | .23094                | 4.0545 | 1.63020        | .15543          |
|                     | Equal Variance Not Assumed            |                              |      | -.471 | 185.727 | .638            | -.10825         | .22989                |        |                |                 |

Table No 11 shows that weighting of important motivational factors perceived by the public sector bank employees achievement(4.5818), advancement(4.3636), interpersonal relations(4.1909), working conditions (4.0909), policy (4.0818), personal life (4.0545), work itself (3.8909), responsibility(3.6909), recognition (3.5364) and supervision (3.3364) this results shows that there is mix of both motivational and hygiene factors are sources of job satisfaction as well as job dissatisfaction.

Table No 12 reveals the important motivational factors perceived by private sector bank employees achievement (4.4767), interpersonal relations (4.3140), supervision (4.3256), policy (4.1860), personal life (4.1628), advancement (4.0116), work itself (4.0116), working conditions (4.0000), responsibility (3.9767), and recognition (3.9302).

**Table No11: Important Motivational Factors Perceived By Public Sector Employees (N=110)**

| S.No | Motivational factors    | Mean   | Std.Deviation | Rank |
|------|-------------------------|--------|---------------|------|
| 1    | Achievement             | 4.5818 | 1.11192       | 1    |
| 2    | Recognition             | 3.5364 | 1.43787       | 9    |
| 3    | Work It Self            | 3.8909 | 1.67192       | 7    |
| 4    | Responsibility          | 3.6909 | 1.65205       | 8    |
| 5    | Advancement             | 4.3636 | 4.3636        | 2    |
| 6    | Interpersonal Relations | 4.1909 | 1.57093       | 3    |
| 7    | Supervision             | 3.3364 | 1.76758       | 10   |
| 8    | Policy                  | 4.0818 | 1.42798       | 5    |
| 9    | Working Conditions      | 4.0909 | 1.29605       | 4    |
| 10   | Personal Life           | 4.0545 | 1.63020       | 6    |

**Table No 12: Important Motivational Factors Perceived By Private Sector Employees (N=86)**

| S.No | Motivational Factor     | Mean   | Std.Deviation | Rank |
|------|-------------------------|--------|---------------|------|
| 1    | Achievement             | 4.4767 | 1.14508       | 1    |
| 2    | Recognition             | 3.9302 | 1.62184       | 9    |
| 3    | Work It Self            | 4.0116 | 1.56050       | 6    |
| 4    | Responsibility          | 3.9767 | 1.47908       | 8    |
| 5    | Advancement             | 4.0116 | 1.53005       | 6    |
| 6    | Interpersonal Relations | 4.3140 | 1.46538       | 2    |
| 7    | Supervision             | 4.3256 | 1.41788       | 3    |
| 8    | Policy                  | 4.1860 | 1.40178       | 4    |
| 9    | Working Conditions      | 4.0000 | 1.63779       | 7    |
| 10   | Personal Life           | 4.1628 | 1.57077       | 5    |

## CONCLUSION:

Job satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience. In this study an investigation is carried out to test the Hypothesis of Herzberg's two-factor theory. The results found that job satisfaction is caused by both motivation and hygiene factors. the important motivational factors perceived by public sector employees are achievement(4.5818), advancement(4.3636), interpersonal relations(4.1909), working conditions (4.0909), policy (4.0818), personal life (4.0545).the perceived important motivational factors by private sector bank employees are achievement (4.4767), interpersonal relations (4.3140), supervision(4.3256), policy(4.1860).

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