

A STUDY ON MONETARY MOTIVATION FACTORS AND ITS IMPACT ON JOB SATISFACTION



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ABSTRACT

Every individual need motivation to do work or to perform well in his or her life. In an organization it's an essential tool for the management to have a higher productivity and job satisfaction, because if employee is satisfied, he can do the wonders in the organization. The approach of motivation is some kind of reward like salary, promotion, bonus, having good relationship with the co-workers, empowerment etc. it is one of the driving forces which human achieve their goals. There are no single factors which motivate the employees and leads to performance. So, this study is conducted to analyze the various monetary motivational factors which leads to job satisfaction and also to know the perception of employees towards the factors of motivation in Real Estates in Shimoga. The study is done by considering primary and secondary data. Secondary data is collected from various journals and the published sources over the online platforms and trusted web sources and primary data from distributing a questionnaire to 50 respondents. The study reveals that still salary is the key monetary motivation factor followed by promotion and medical allowance which leads towards organizational performance.

Keywords	motivation, monetary motivation factor, job satisfaction, organizational performance
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INTRODUCTION

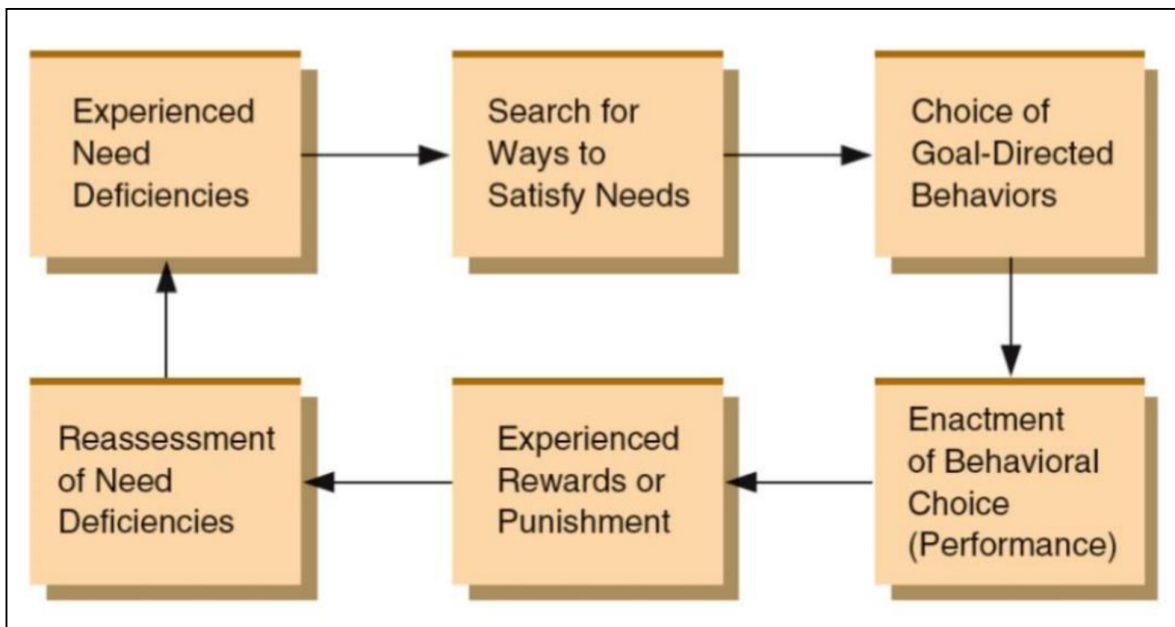
The concept of motivation is probably the most researched and discussed topic in the organizational sciences (Stephens Robbins). This statement amplifies the importance of motivation in organizations.

The word motivation is derived from the Latin word 'Movere,' meaning 'to move.' It can be described as an inner state of our mind which activates our behavior and directs it. It gets us moving to act. It is still within us and is outsourced by our actions. Motivation is the desire within us to work hard and smart to achieve his / her goal.

THE MOTIVATION PROCESS

Current thinking on motivation rests on the concepts of need deficiencies and the reluctant behaviour to fulfil the needs. This involves a process consisting of six phases as shown below.

Figure 1: Six phases of Motivation Process



Source: Author compilation

The starting point of the motivational process is "a need." A need is a deficiency experienced by an individual. For example, a person might feel the salary given to him is not commensurate with his work. He feels he should get more. This represents need deficiency. It is also called an inner state of disequilibrium, tension, or usage.

A need triggers a search for ways to satisfy it. The person in the above example might search for ways to satisfy his need. He may ask for an increase in salary and promotion; he may work harder expecting a raise and promotion or searching for a new job with a higher salary.

In the third stage, he will have goal-directed behavior. Thus, efforts are directed at one of the best optimum to satisfy the need. In the next phase, the person actually carries out the behavior chosen to satisfy the need. The person in the example may decide to work hard. His performance is being evaluated.

In the next stage, rewards or punishment will follow the performance. The person in the example might get a promotion and higher salary due to better performance. In the last phase, the person would evaluate the extent to which the needs have been satisfied. If he had expected a salary jump of Rs. 25,000 per annum and promotion, but he gets only Rs. 15,000 hike without promotion, he may think of other alternatives or accept whatever has been given and work harder.

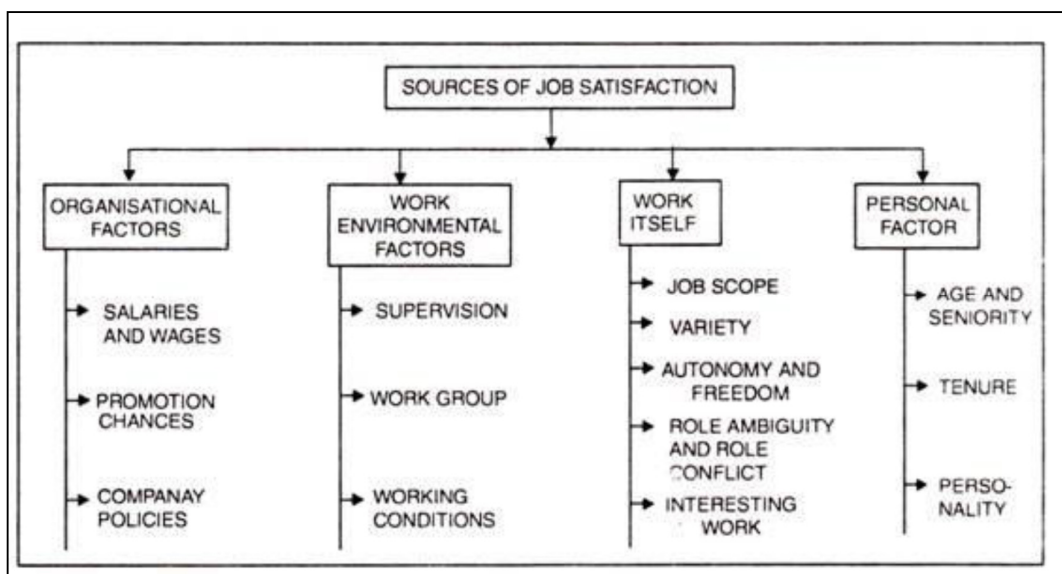
Job satisfaction plays a vital role in achieving the pre-determined objectives of an organization. Satisfaction is the state or feeling of being contented in whatever the person is or is doing or done. "A happy employee is a productive employee."

Job satisfaction implies enthusiasm and happiness with ones work. Job satisfaction is an important tool for inspiring staff to work harder. It is universally accepted that a "happy employee is a productive employee." Job satisfaction impacts the workers' general life since a satisfied employee is a contentious and cheerful human being.

FACTORS INFLUENCING JOB SATISFACTION

In order to determine some of the factors that result in work satisfaction, a number of research studies were performed. Such factors can be explained with the help of the following chart given below.

Figure 2: Sources of Job Satisfaction



Source: Author compilation

Job satisfaction is important because most people spend a large part of their life at their workplace. In addition, job satisfaction often impacts the workers' personal life, since a satisfied employee is a fulfilled and cheerful human being. A worker who is very satisfied has better physical and mental well-being.

High job satisfaction may lead to improved productivity, decreased turnover, improved attendance, and reduced accidents, less job stress, and less unionism.

LITERATURE REVIEW

(Varma, 2017) threw light on the importance of employee motivation and job satisfaction, challenges faced, and motivation methods incorporated in the organizations. The author used both primary and secondary data for analysis. 150 responses were received, out of which 100 were considered for analysis. Some of the key HRM factors used for analysis were career advancement opportunities, training and development, performance management, compensation and benefit, recognition and appreciation, financial reward system, and work-life balance. It was found that few challenges to motivation are a dynamic environment, ignorance and less understanding of the importance of motivation, non-commitment of organization, less understanding of the employee expectations, and the factors of motivation and job satisfaction are training and development, performance management and career advancement and financial reward system are the factors which influence employee motivation and job satisfaction.

(Peters, Chakraborty, Mahapatra, & Steinhardt, 2010), This paper focuses on analyzing the conditions of the health workers with respect to their job content and working environment, extrinsic benefits, autonomy and security and transparency. Keeping these factors in consideration, the health worker's job satisfaction was assessed. They used primary data for analysis. A questionnaire was prepared and 1916 responses from 2 different states in India, Andhra Pradesh and Uttar Pradesh, were collected and analyzed using a standardized instrument. The findings of the test suggested that there were some common areas of motivation that should be concentrated upon by the managers and the policy makers, especially the non-financial motivational factors like the work environment and training opportunities. They also need to concentrate on analyzing the local issues and find solutions to them. Finally, the paper suggests that better management of allocating incentives will keep the health workers motivated.

(Solanki, 2013). The paper focuses on identifying the relationship between flexible working hours and productivity in work, job satisfaction, and motivation, and reduced stress levels. The author used both primary data and secondary data for analysis. The author incorporated an ANOVA test to test the hypothesis. The findings of the test lead to certain interpretations and suggestions. The study concluded that employees who had the opportunity to use flexible working hours were more productive and satisfied with their work than the employees who did not have flexible working hours. It also suggests that allowing flexible working hours could reduce employees work stress. Finally, it strongly recommends that the implementation of flexible working hours could benefit the organization at large as it increases work productivity and retention of productive employees for long in the organization.



(Kumar & Garg, 2011). This literature focuses on the effect of factors of motivation on the job satisfaction of employees. Both primary and secondary data was considered for this study. A total of 197 responses were considered for the analysis. This paper found the crucial relationship between the motivational factors- remuneration, working conditions, promotions, and job satisfaction an independent variable. Among the three motivational factors remuneration influences the most on the employee's job satisfaction. They also suggested that the organization must work towards framing different strategies and techniques to enhance the influence of motivational factors on the job satisfaction of employees. The study concludes with a note that organizations, while framing strategies and techniques for motivation should keep in mind the uniqueness in the situation along with the fact that there is a diverse impact on the diverse group of employees.

(Trivellas, Reklitis, & Platis, 2013), This paper throws light on the effect of stress on working employees and how it affects their job satisfaction. This study was carried out in the healthcare sector. The survey was through a questionnaire, and secondary data was collected through journals and online sources. 271 nurses operating in Greek hospitals were surveyed. Here some of the occupational stress factors like autonomy and career development affected the job satisfaction of nurses in their workplace linked to management style, job enrichment, and career opportunities, This paper gives a conclusion that conflict, heavy workload affect job satisfaction to a greater extent but lack of information and no proper feedbacks affected job satisfaction of employees.

(Azash, Safare, & Kumar, 2011), this paper focuses on the relationship between motivation and job satisfaction of bank employees. This study is conducted on the basis of Harold Koontz's need want satisfaction and Herzberg's Hygiene theory. Data is collected through a questionnaire and analyzed using SPSS software. It was found that the important factors which lead to job satisfaction in public are achievements, working conditions, advancement, interpersonal relations, personal life and policy, and in private sectors are interpersonal relations, achievement, supervision, police, this result shows that there is a mix of both motivational and hygiene factors are sources of job satisfaction as well as job dissatisfaction.

(Risambessy, Swasto, Thoyib, & Astut, 2012), This paper focuses on the impact of transformational leadership styles, motivation, job satisfaction and burnout on motivation, burnout, job satisfaction and employee performance. The study was conducted through survey questionnaire for 105 respondents at a particular hospital. The study results shows that the transformational leadership, motivation, job satisfaction have a greater positive impact on the employee motivation, employee performance, job satisfaction and negative towards burnout where the factors can prevent burnout. Burnout has a negative influence towards job satisfaction, employee performance.

(Lut, 2012) focused on the relationship between motivation and job satisfaction and the relationship between job satisfaction and work performance. The study is conducted through a survey questionnaire for 52 companies in Romanian western region in the trade sector. The results of the study say that job satisfaction leads towards performance of work and performance of work towards job satisfaction. This study also infers that the link between job satisfaction, motivation and performance of work are not constant or linear connection.



STATEMENT OF THE PROBLEM

Organizations today live in a very changeable environment, so it needs to change its manager's role and expand its employee's capabilities, responsibilities, and power to deal with such changes (Alkhaffaf, 2011). Low productivity is a problem that appears in many societies. Lot of money, energy, and time is wasted. We need motivated, rewarded, and stimulated employees to raise and enhance the commitment in order to support productivity. Organizations today live in an environment where change is constant. In order to meet the competition, organizations need to cope up with the environmental changes. Organization needs to change its managerial role and develop employees' capabilities and responsibilities to meet the changes. An employee can discharge his roles and responsibilities provided he is satisfied with his job. Job satisfaction is possible only when the employee is motivated positively. However, the factors of motivation vary among individuals. For one employee, a bonus and incentive may be the important factor, and for another, it might be the workplace environment, or the appreciation for his work may be very crucial. It is difficult to generalize the factors that motivate all employees in common and is highly diverse. It is said that an employee is a person who can make wonders and magic with his skills and knowledge and can lead the organization to the platform of success. An employee can do all these things provided he is continuously motivated and satisfied with his job. Thus, there is a need to understand the common factors of motivation and factors that keep employees continuously motivated. So, the current study examines the factors of monetary motivation and its impact on job performance.

OBJECTIVES OF THE STUDY

1. To examine the key monetary factors of motivation.
2. To determine the effect of monetary motivational factors and job satisfaction on organizational performance.

HYPOTHESIS

HYPOTHESIS STATEMENT

H1: There is a significant relationship between employee motivation and job satisfaction on organizational performance

H1: There is a significant difference between the opinion of male and female employees towards employee motivation and job satisfaction, enhancing organizational performance

RESEARCH DESIGN & METHODOLOGY

The type of research design used in this research work is exploratory type. Both primary and secondary data are used to collect the data. Secondary data was collected through the



available literature, journals, articles, amongst others. Primary data was collected through the survey questionnaire method.

SAMPLE DESIGN

The sample size taken for the study is 70 for 95% confidence level and margin of error being 5%. The data is collected from various working professionals, employees, and workers of Real Estate. The 25 questions of Likert scale with (factors of monetary and non-monetary) are given to respondents in Shimoga.

STATISTICAL TOOLS

Statistical analysis was conducted using the Statistical Package for Social Sciences software (SPSS). To examine and analyze research variables, and therefore testing of hypotheses, the following statistical tests and tools were used Mean and Standard Deviation and t-test to calculate central tendency and variance of responses of study sample to the various items of questionnaire.

DATA ANALYSIS AND DISCUSSION

Table 1: Distribution of study subjects

Characteristics	Groups	Frequency	Percent	Cumulative Percent
Gender	Male	35	70.0	70.0
	Female	15	30.0	100.0
Age Group	20 - 30 years	27	54.0	54.0
	30 - 40 years	16	32.0	86.0
	40 years and above	7	14.0	100.0
Work Experience	< 2 years	16	32.0	32.0
	2-5 years	20	40.0	72.0
	5 years and above	14	28.0	100.0
Monthly Income	20,000-50,000	31	62.0	62.0
	50,000-1 lakh	13	26.0	88.0
	1 lakh and above	6	12.0	100.0

Source: Primary Data



Table 1 shows the distribution of study subjects and descriptive statistics of respondents according to gender, age, work experience, and monthly income.

Table 2 Mean and standard deviation for each question of the employee motivation Report

		Monetary Motivational Factors							
Gender		Salary or wages	Bonus	Financial incentive	Promotion (monetary part-pay)	Stock option	Profit sharing	Retirement benefits	Medical allowances
Male	Mean	3.943	3.600	3.543	3.857	3.229	3.086	3.486	3.800
	N	35	35	35	35	35	35	35	35
	Std. Deviation	1.1868	1.1931	1.2912	1.0885	1.2387	1.2217	1.2455	1.0233
Female	Mean	4.000	3.733	3.200	3.867	2.867	2.933	3.333	3.867
	N	15	15	15	15	15	15	15	15
	Std. Deviation	1.0690	1.0328	1.0823	1.1255	.9904	1.0328	1.2910	1.3020
Total	Mean	3.960	3.640	3.440	3.860	3.120	3.040	3.440	3.820
	N	50	50	50	50	50	50	50	50
	Std. Deviation	1.1421	1.1386	1.2316	1.0882	1.1718	1.1599	1.2480	1.1008

Source: Primary Data

The above table indicates the difference of mean and standard deviation between genders with reference to various monetary motivational factors. The key monetary motivation factors that are considered for observation are salary or wages, bonus, financial incentives, promotion, stock, profit sharing, retirement benefits, and medical allowances.

The finding indicates that salary or wages have the highest mean valued (3.960) followed by promotion (3.860) and medical allowances (3.820).

The above table indicates the significant mean difference among monetary motivation between male and female respondents. Both male and female respondents are motivated by salary or wages, promotion and medical allowance. However, the female respondents are well motivated by salary when compared with male respondents.

Table 3 shows the mean, SD, t-value of t-test between gender towards Employee motivation and job satisfaction enhances organizational performance



Group Statistics				
	Gender	N	Mean	Std. Deviation
Employee motivation and job satisfaction enhances organizational performance	Male	35	4.229	.5983
	Female	15	4.733	.5936

	t-test for Equality of Means						
	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
						Lower	Upper
Employee motivation and job satisfaction enhances organizational performance	-2.740	48	.009	-.5048	.1842	-.8752	-.1344

Source: Primary Data

The above table shows the opinion of respondents towards employee motivation and job satisfaction, enhancing organizational performance. It is observed that there is a significant difference in the opinion of respondents towards the employee motivation and job satisfaction enhancing organizational performance as the $P < 0.05$.

Moreover, we can observe that the female respondents are satisfied with the statement that motivation and job satisfaction enhances organizational performance when compared to male respondents.

CONCLUSION

It is a well-known fact that "A happy employee is a productive employee." For any employee to be happy depends upon the extent to which he is satisfied with the job. An employee can be satisfied with the job only when certain necessity factors are catered to him such as sufficient salary or wages, good working environment, appreciation and recognition, retirement benefits, amongst others. The best technique to keep employees motivated with their job is certain monetary and non-monetary factors. When an employee is motivated, he performs well with his job, and it provides his job satisfaction and innumerable profits to the organization.

It is challenging for the HRM department to retain experienced and good employees. It is necessary to keep these employees happy in order to retain them. To keep an employee happy is to keep their mind and body healthy and fit. An employee can be happy only when he is satisfied with his job, and he should feel that his organization is taking care of them.



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