

Work Motivation and Work Environment as Antecedent of Job Satisfaction Among Non-Academic Staff from the Selected Universities in Odisha

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ABSTRACT:

Employee motivation plays a crucial role in influencing job satisfaction, particularly for non-academic staff in institutions like universities. These non-academic staff play a vital role in handling the technical and support functions that ensure the smooth operation of the universities. The job satisfaction of non-academic staff is achieved through the effective implementation of motivational strategies. It is in this context the present study has been conducted to examine empirically the association of work motivation and job satisfaction of non-academic staff of the selected universities in Odisha. A self-administrated questionnaire in a five Linker scale has been used for the study. It involves three parts namely; work motivation and job satisfaction collected from 48 respondent. Descriptive statistics such as mean and standard deviation, Spearman's Rank Corelation and Linear Regression SPSS 20 package were used for the data analysis. The analysis reveals the antecedent namely work motivation and job satisfaction positive and significant influence on job satisfaction. The incorporation of work environment and work environment was found to be major antecedent of job satisfaction among Non-Academic Staff of the selected university in Odisha. Work motivation explained 43 per cent variation in job satisfaction and work environment 48 per cent variation in job satisfaction.

Keywords: Work motivation, Work Environment, and Job Satisfaction.

INTRODUCTION

In management, employee motivation is a fundamental concern that shapes both theoretical perspective and practical strategies, as it directly impacts productivity, engagement, and organizational performance. The term motivation is derived from the Latin word for movement (mover?). Amplifying on this idea, Atkinson (1964), defines motivation as “the contemporary (immediate) influence on direction, Vigor, and persistence of action”, while according to Vroom (1964), it is “a process governing choice made by persons among alternative forms of voluntary activity”. Campbell and Pritchard (1976) propose that motivation has to do with a set of independent/ dependent variable relationships that explain the direction, amplitude, and persistence of an individual's behavior, holding constant the effects of aptitude, skill, and understanding of the task, and the constraints operating in the environment. These definitions are primarily focus with identifying the factors or events that initiate, guide, and maintain human behavior across time. Morder theories of work motivation have evolved from attempts to move precisely articulate how the emerging, directing, and sustaining aspects of motivation interact to shape behavior in organizational setting.

Ogunode, Godwin and Ajape (2021) acknowledged poor motivation and staff development as common issues faced by non-academic staff in higher education institutions. While motivation is often rooted in the individual needs of employees, it is significantly shaped by organizational factors such as leadership, workplace environment and opportunities for growth. Therefore, this study aims to examine how the performance of non-academic staff is influenced by motivational factors such as workplace environment, opportunities for professional growth and development, promotion, salaries and rewards or incentives. Additionally, it seeks to explore the correlation between these motivational factors and key job performance indicators, including quality of work, quality of output and attitude towards work.

Companies are increasingly recognizing the significance of employee satisfaction and work drive. The impact of job happiness and reward on productivity has been the subject of extensive research. Finding out what the target organization could do better and how to make workers happy on the job is the goal of this type of research. What kinds of elements influence workers' happiness on the workplace and what kinds of circumstances might lead to discontent on the job are detailed in this study. For instance, we will talk about how money may be a powerful incentive. The significance of happy, motivated, and productive employees to any business is highlighted by this notion.

REVIEW OF LITERATURE

McShane and Glinow (2018) have identified motivation as 'the force within a person that affects the direction, intensity and persistence of voluntary behavior wherein a motivated person is willing to exert a particular level of effort for a certain amount of time in order to complete the task given effectively'.

Smith and Miner (1983) in their study 'Type of entrepreneur, type of firm, and managerial motivation: Implications for organizational life cycle theory' as motivating task was carried out by their department leaders, ranging from the lowest, middle to upper levels.

Robins and Coulter (2016) have identified motivation as how a person's efforts are energized, directed and sustained towards achieving a goal.

Manzoor (2012) have identified motivation as a procedure that initiates through a physiological or psychological want that stimulates a performance that is intended at an objective.

Wang et al. (2016) in their study 'Cognitive diversity and team creativity: Effect of team intrinsic motivation and transformational leadership' describes theories that study a person's motivation include classical theory, behavioral theory, and contemporary theory.

Gichure (2014) have identified extrinsic factors such as work environment and condition, pay and fringe benefits that affect employee performance of non-academic staff.

Delgado, Yap & Luces, (2018) empirically examine how motivated non-academic staff at CapSU are and how their motivation level relates to their job performance. The study showed that as motivation induces people to perform a task, motivated employees work harder and achieve better output in less time thereby reducing labor costs.

Chikungwa and Chamisa (2013) have conducted a study 'An Evaluation of Recognition on Performance as a Motivator: A case of Eastern Cape Higher Education Institution.' The study indicates that recognition of performance systems are powerful means of directing attention within and organization hence management must understand the psychology of praising employees for good work, to apply the principles of employee recognition and to encourage others to initiate it in their working relationships.

Seng and Choi (2016) have identified the influence of job satisfaction on organizational commitment among the academic and non-academic staff in institute of higher learning. motivated employees require less supervision and demonstrate pride in its work, making a greater impact on the customer. It was found that staff who were satisfied with their jobs demonstrated higher level of commitment and more unlikely to change their job.

Doan Hong Lea, et.al (2021) have studies the factors significantly affecting employee performance in job satisfaction are salary, colleague, training and promotion as positively and. All these variables were included in the current study.

Hasibuan (2018) in his study 'Job satisfaction and promotions' identified promotion as movement from one position to another with associated higher status and responsibility and increased monetary benefits.

Furnham et al. (1999) based on Herzberg's theory of personality types, found that extraverts prioritize motivating variables in a work whereas neurotics prioritize cleanliness criteria.

Judge et al. (2002) in his study 'Job satisfaction. Essentials of job attitudes and other workplace psychological constructs job satisfaction is related to traits including emotional stability, conscientiousness, and extroversion.

RESEARCH OBJECTIVES

The study has been undertaken to validate the significant interrelationship that exists between the antecedent of work motivation and work environment. The study has also been undertaken to identify the key variable of work motivation and work environment that has an association to job satisfaction among the non-academic staff of the selected universities in Odisha.

RESEARCH FRAMEWORK:

The aim of present study is to examine the interrelationship of the antecedent i.e., work motivation and work environment with job satisfaction job satisfaction among the non-academic staff of the selected universities of Odisha. Job Satisfaction involves two parameters, namely work motivation and work environment. The independent variables taken under the study were the antecedents of job satisfaction which are work motivation and work environment. Job satisfaction is taken as the dependent variable for the study. The dimensions of variable under the study are listed in figure 1.1

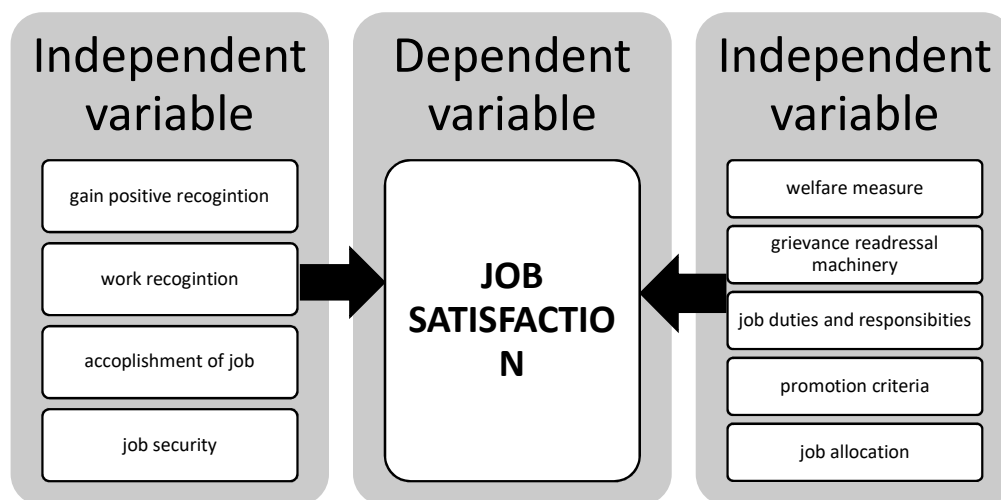


Figure1.1 Conceptual Framework of the study

METHODOLOGY:

The following methodology have been followed in the present study.

Data source and method of data collection:

The data have been conducted mainly on primary data collected online through self-developed questionnaire. The questionnaire was distributed among 100 respondents selected through convenient sampling from three state universities Berhampur University, BPUT, Sambalpur University located in the state of Odisha, India and collected back upon filled up by respondent.

Sample size and sampling:

A total of 100 sets of questionnaires in five 'Linke scale' were sent to the respondents out of which 48 filled in questionnaire were received back which were included in the study for being completed in all respect.

Tools and techniques used:

Descriptive statistics such as mean and standard deviation, Spearman's Correlation and Linear Regression SPSS 20 package were used for the data statistical calculation.

Demographic Profile:

Table1.1 contains details of the demographic profile of the respondents.

Table1.1: Demographic Profile

S. No.	Variables	Categories	Total respondents	%
1.	Age	25Yrs>35Yrs	25	52.08%
		35Yrs>45Yrs	13	27.08%
		Above 45Yrs	10	20.83%
			48	100%
2.	Length of service	01 Yrs to 15 Yrs	15	31.25%
		16 Yrs to 30 Yrs	23	47.91%
		Above 30 Yrs	10	20.83%
			48	100 %

DATA ANALYSIS AND INTERPRETATION:

SPSS 20 package has been used for all the statistical calculations. Table 1.2 below represents the mean and stand deviation. The mean score for the statement works motivation, work environment and job satisfaction ranges from 2.78 to 3.44.

Table 1.2 Descriptive Statistics

Factor	Statements	Mean	Standard Deviation
Work Motivation	1. I gain positive recognition	3.11	0.67
	2. The feeling of accomplishment that I get from the job	2.85	0.45
	3. I am having a job security	3.54	0.23
Work Environment	4. Welfare measure from the important aspect of work motivation and job satisfaction	2.90	0.38
	5. Grievance Redressal Machinery is helpful in redressing the grievances/problems of staff	3.76	0.61
	6. My job duties and responsivities are clearly delineated	3.09	0.54
Job Satisfaction	7. I am satisfied with the promotion criteria	3.01	0.44

	8. I am satisfied with the pay, perks, benefits	2.78	0.30
	9. I am satisfied with my work recognitions by authority.	3.44	0.54
	10. I am satisfied with the job allocation/job allotment/transfer/tenure/system.	3.21	0.51

The result from descriptive statistic shows that there exists consistency in the statement of work motivation and job satisfaction. Therefore, in order to check the interrelationship between work motivation and job satisfaction Spearman's Rank Correlation used for the study. Table 1.3 illustrates the Spearman's Correlation coefficient to examine the interrelationships among work motivation and job satisfaction. Table 1.4 illustrates the Correlation coefficient value of work motivation with job satisfaction was found to be 0.58. and that of work environment with job satisfaction was found to be 0.62.

This implies that there exists a positive and significant relationship between 'work motivation and job satisfaction' and 'work environment and job satisfaction'.

Regression Analysis:

Liner regression analysis was done to study the variation of job satisfaction by work motivation and work environment. Table 1.5 below represent the independent coefficient variable i.e., work motivation and work environment on dependent variable job satisfaction. The results indicate that 43% variation in job satisfaction is explained by work motivation. Similarly, 48% variation in job satisfaction elucidated by work environment.

Table 1.3 Spearman's Correlation of Coefficient

Spearman's RHO		Work Motivation	Work Environment	Job Satisfaction
Work motivation	Correlation	1.00	0.65	0.58
	Coefficient	-	0.00	0.00
	Sig. (2 tailed) N	48	48	48
Work Environment	Correlation	0.65	1.00	0.62
	Coefficient	0.00	-	0.00
	Sig. (2 tailed) N	48	48	48
Job Satisfaction	Correlation	0.58	0.62	1.00
	Coefficient	0.00	0.00	-
	Sig. (2 tailed) N	48	48	48

Table1.5 Regression Analysis for the effective Work Motivation and Work Environment on Job Satisfaction (N=48)

Dependent Variable	Independent Variable	Adjusted R²	F	T
Job Satisfaction	Work Motivation	0.43	2.54	2.78
	Work Environment	0.48	2.38	2.41

F=F statistic, t=t statistic, R² = adjusted r square

FINDINGS:

The study reveals the combine effect of work motivation and work environment on job satisfaction among the non-academic staff of the selected university in Odisha. The incorporation of work motivation and work environment was found to be the major antecedent of job satisfaction. The proper combination of both work motivation and work environment results in job satisfaction among the non-academic staff of the selected university in Odisha.

CONCLUSION:

This study empirically investigates the influencing role of work motivation and job satisfaction on job satisfaction among non-academic staff of the selected university in Odisha. Further the study conclude that job satisfaction is dependent on work motivation and work environment. A proficient job satisfaction among the non-academic staff of the selected university in Odisha necessitates a balanced alignment between their professional needs and personal aspirations. Job satisfaction among non-academic staff can be achieved by the institution through a strategic alignment of work motivation and a supportive work environment. The study, in general, emphasizes that it is necessary to combine motivational strategies with supportive working conditions in managing human resources.

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