

Impact of Motivation and Job Satisfaction on Employee Engagement in the IT industry

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Abstract:

This study has been carried out to perceive the effect of factors like motivation and job satisfaction on the commitment levels of employees in the Information and Technology sector. 196 authentic questionnaire responses were received from two well-known Information and Technology (IT) organizations in Odisha, India to understand the influence of elements such as job satisfaction and motivation on the engagement levels of the task force. Correlational analysis was conducted to analyze the relationship between motivation and job satisfaction. It was established that both of them have a strong bond with each other and act in a positive fashion. Before applying the univariate statistical analysis, a normality test was done on the data set using SPSS. Based on the values of mean, standard deviation and standard error it was concluded that the respondents mostly agreed to all the questions except switching their jobs for a poorer profile but a higher package. On the basis of the various quantitative tests conducted it was conclusive that employees in the IT sector are happy and would recommend the organization to others only when their job roles are clearly defined, their job expectations are met with and the work culture of the organization promotes scope for personal development along with accomplishing organizational goals.

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I. INTRODUCTION

Motivation is one of the keywords that influence the work behavior of employees these days. The word is obtained from the word 'motive' which means needs, desires, wants or drives within the individuals. With reference to the job scenario, motivation refers to the reasons for which an individual performs at his or her workplace. Job satisfaction talks about the pleasure or reassurance one gets while doing his job. An organization possessing a driven set of employees finds it easy to achieve its pre-set goals. Motivated employees accelerate the productivity and take an organization

to new found heights. A recent Gallup poll says that nearly 49% employees are disengaged in organizations. This proves a very shocking point that although people come to work every day, they do not put in their mind and soul into the job. The workers of today's job scenario work on a superficial level hence hampering mutual productivity levels of the organization and self. According to Frederick Herzberg's Motivation – Hygiene Theory, people are normally affected by two factors, one that impacts the motivation level and the other that affects the job satisfaction level. Hygiene factors influence the satisfaction level at work and motivational factors operate the worker's

performance in the job front. A self-driven employee invests himself in his work and strives to do better. There are multiple reasons that accelerate motivation such as challenging work profile, better recognition, a supportive manager and many more. In turn satisfaction in the job front is also affected by a plethora of agents such as pay and benefits, Work culture, Job security etc. But in cases where these conditions are not up to the mark, the outcomes are negative and the organization meets with a probable loss of resources and profits.

Motivation: It is one of the major players that determines the levels of engagement of employees. Based on various theories of motivation there are two types of motivation that works on the dedication level of the staff. The first one is intrinsic motivation, where the person concerned steers himself to work effectively due to an ingrained passion within. On the other hand, extrinsic motivation is the set of external factors which push the person to work in order to avoid negative consequences. The internal factors that affect the motivation levels in employees are nothing but a number of psychological factors that are involved such as decision-making authority, empowering for sharing ideas, talent management of employees and giving opportunities for development of staff (Bhuvanaiah and Raya, 2015). Motivation also influences the leadership style of work. When authoritarian and authentic leadership it is concluded that the former has an adverse effect on work engagement whereas the latter has a positive impact. Intrinsic motivation fosters an optimistic impact on authentic leadership (Shu, 2015). There are abundant components that either inspire or demotivate the workforce. Mere satisfaction at work does not show that the employees of a firm are motivated. There is more to motivation than just satisfaction levels. There is a gap between just motivation and 'motivation for successes. A company becomes successful when it harnesses the enthusiasm of its workers in the right direction and uses it effectively to accomplish goals (Krause, 1999).

Job Satisfaction: The word job satisfaction was recognized by Locke (1976) after going through thousands of studies relating to elements that affect satisfaction levels in workers across various occupations and industries. The gratification shown by employees depends on a host of factors. The Information and Technology sector is extremely buoyant and ever changing in terms of choices made, policies laid down, talent sourcing, attrition rate, talent management, employee retention and many more. Due to these paradigm shifts in this ebullient sector, making sure that the employees are a herculean task. To keep this sector in a stable condition, a multitude of standards and applications are put forth by the management (Joy, 2018). Work load has a bad effect on satisfaction levels and in turn negatively impacts employee performance and engagement (Ali and Farroqi, 2014). There are two ingredients that act on the contentment levels of employees. One is the Job content which depends on the individual and the other is the Job context which depends on the organization. In today's fast paced age, holding on to its employees is the biggest challenge faced by any IT firm (Chaudhuri, Sanghamitra, Hirudayaraj and Ardichvili, 2018). Based on the annual report of NASSCOM in 2015, the Information and technology sector gives employment to around 2.5 million individuals, thus contributing majorly to the Indian economy. Thus, this sector should make sure that its employees are being taken care of both in the professional as well as the emotional front. Every organization should determine the sound emotional health of its task force to create an army of workers with high emotional quotient thereby accelerating the productivity levels.

A. *Employee Satisfaction versus Employee Engagement*: The term Employee engagement is a much stronger word compared to Employee satisfaction. If an employee is satisfied with his job it does not prove the point that he or she is an engaged employee. Engagement refers to a highly enthusiastic and driven worker who is emotionally invested in his work whereas job satisfaction talks about just being content with the job profile and responsibilities and work environment. If employees are instilled with a strong sense of motivation then they can rise from satisfied employees to engaged employees (Madan, 2017). Just having satisfied employee does not increase productivity, so, organizations must look forward to creating committed employees through satisfied employees by designing special programs (Abraham, 2012). Highly driven, enthusiastic and committed employees have a positive effect on the satisfaction levels of employees. A worker who is happy to work every will be more content with his job and hence termed as a satisfied worker (Vorina, Simonic and Vlasova, 2017). Thus, the sole responsibility of a company is to create a self-driven workforce who proves to be assets for the organization and add to the profitability and productivity levels of the company.

II. OBJECTIVE OF THE STUDY

- [1] To explore the impact of motivation on employee engagement of employees in the IT sector
- [2] To build a correlation between job satisfaction and motivation if any and then establish their involvement in regulating engagement levels in employees
- [3] To investigate the effect of job satisfaction on engagement levels of employees.

III. RESEARCH METHODOLOGY

The sample data for this study was compiled through a questionnaire which consisted of a non-

probabilistic sampling method. The data was acquired from the employees of the IT industry in Bhubaneswar which consists of an approximate population of around 4000 employees across various organizations. The sample data were collected using multiple methods ranging from online survey forms, personal visits and snowball sampling, etc. A total of 412 questionnaires were sent for data collection out of which 236 responses were received. Out of the 236 received samples approximately 40 were incomplete and they were filtered out from the study. The final analysis was done using 196 data samples. The 11 questions (Table 1) relevant for this study related to the constructs, 'Job satisfaction and motivation' were extracted from the questionnaire containing a total of 30 questions. The 5 variables for the construct 'motivation' were coded as M1, M2,, M5 and the 6 variables for the construct 'Job satisfaction' were coded as JS1, JS2,, JS6 (Table 1).

Other than Job satisfaction and motivation the other constructs in the questionnaire consisted of age, learning and development and gender. All the responses of the questions were scaled on the Likert's five-point measuring scale (1-strongly disagree, 2-disagree, 3-neither agree or disagree, 4-agree, 5-strongly agree). One third of the respondents were female which accounted for 72 samples and the remaining 124 were males. Around 70% of the sample were from employees having age less than 40 years. For each item of the questionnaire univariate statistical analysis was carried out and the mean value, standard error and the standard deviation were computed (Table 2). The relationship between all the variables under the job satisfaction and motivation constructs were also analyzed by computing the Pearson correlation matrix (Table 3).

TABLE I. VARIABLES OF THE QUESTIONNAIRE
ALONG WITH THE IDENTIFIED CONSTRUCT

S. No	Item	Code	Construct
1	I am a happy	M1	Motivation

	employee		
2	I feel driven to walk to the office every day	M2	Motivation
3	My manager recognizes my contribution to the organization	M3	Motivation
4	The work culture in the organization is encouraging and positive	M4	Motivation
5	I align my personal and professional goals for maximum productivity	M5	Motivation
6	My job roles are clearly defined	JS1	Job Satisfaction
7	My job description meets my expectations	JS2	Job Satisfaction
8	There is scope for personal development at my workplace.	JS3	Job Satisfaction
9	I would switch my job for a higher package but a poorer profile.	JS4	Job Satisfaction
10	My roles and responsibilities motivate me to contribute better to the organization.	JS5	Job Satisfaction
11	I will recommend others to join my organization.	JS6	Job Satisfaction

The data for all the 11 variables of the ‘motivation’ and ‘job satisfaction’ constructs were subject to statistical analysis. Before the univariate statistical analysis was carried out, the datasets were subjected to normality tests in SPSS to check if they complied to normal distribution. All the 11 datasets failed the Shapiro Wilk (Shapiro and Wilk, 1965; Razali and Wah, 2011) normality test with p value <0.05 for alpha-level of 0.05.

TABLE II. MEASURES OF THE UNIVARIATE STATISTICAL ANALYSIS FOR ALL THE VARIABLES UNDER THE ‘MOTIVATION’ AND ‘JOB SATISFACTION’ CONSTRUCTS

Variables	Mean Value	Standard Deviation	Standard Error
M1	3.73	0.89	0.06
M2	3.41	1.01	0.07
M3	3.90	0.84	0.06
M4	3.72	1.09	0.08
M5	4.04	0.71	0.05
JS1	3.77	1.02	0.07
JS2	3.58	1.15	0.08
JS3	3.88	0.97	0.07
JS4	2.21	1.09	0.08
JS5	3.90	0.85	0.06
JS6	3.94	0.95	0.07

The mean value, standard deviation and the standard error for all the variables were computed in SPSS and are shown in Table 2. The mean value ranged from the lowest value of 2.21 for the variable JS4 to the highest value of 4.04 for the M5. This indicated that most of the respondents agreed to all the questions involving motivation and job satisfaction except one (JS4) which proves that the job profile had a higher priority over salary package. The next lowest mean value of 3.41 indicated that the employees were not very decisive on being driven to work every day. The standard deviation for all the variables were ~1 with low standard error of less than 0.1. The plot of the mean values of the variables against the Likert scale is shown in Figure 1.

The relationship between the 11 variables of the constructs were analyzed using the Pearson correlation matrix (Table 3). The strongest correlation was found between JS2 and JS1 with $r=0.77$ indicating that the employee’s expectation from his job profile is met only when the job roles and responsibilities are clearly defined. The $r=0.62$ between M4 and JS3 indicate there is a strong relation between the constructs ‘motivation and job

satisfaction'. Providing scope for personal development at the work place helps in making the work culture positive and encouraging in an organization. The well-defined job roles and responsibilities also encourages the employee to recommend others to join the organization. This is evident from table 3 as the 'r' value between J1 and J6 is 0.67. The strong relation between M1 and M4 indicates that in order for an employee to be happy in an organization positive and encouraging work culture is important. Roles and responsibilities assigned to an employee (JS5) play an important role in Job satisfaction as there is a strong relation of JS5 with JS1, JS2 and JS6 (Table 3).

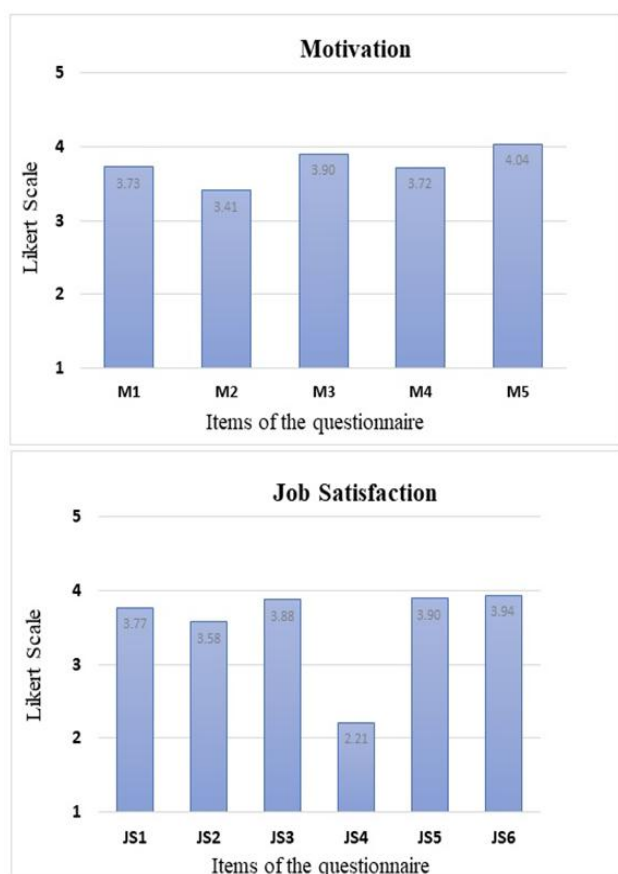


Fig. 1. Ten year pattern analysis of RTGS in terms of value and volume.

In general, JS4 has a weak correlation with all the other datasets. Hence, most of the employees agree that higher package does not influence the motivation and job satisfaction of an employee. The

weakest correlation is between M2 and M3 with $r=0.02$. Hence, there is no relation between the two variables M2 and M3. Other variables which have very low r values and are not dependent on each other are M2 and JS4, M1 and JS4, M5 and JS4, JS2 and JS4.

TABLE III. PEARSON CORRELATION MATRIX
BETWEEN THE VARIABLES OF THE CONSTRUCTS –
MOTIVATION AND JOB SATISFACTION

Correlation Matrix (Pearson)											
	M 1	M 2	M 3	M 4	M 5	JS 1	JS 2	JS 3	JS 4	JS 5	JS 6
M 1	1.00	0.40	0.33	0.54	0.27	0.38	0.48	0.41	0.08	0.36	0.39
M 2	0.40	1.00	0.02	0.28	0.44	0.30	0.16	0.27	0.03	0.21	0.25
M 3	0.33	0.02	1.00	0.36	0.10	0.24	0.46	0.44	0.10	0.24	0.22
M 4	0.54	0.28	0.36	1.00	0.20	0.53	0.57	0.62	0.22	0.48	0.59
M 5	0.27	0.44	0.10	0.20	1.00	0.26	0.20	0.25	0.02	0.36	0.28
JS 1	0.38	0.30	0.24	0.53	0.26	1.00	0.77	0.40	0.11	0.54	0.67
JS 2	0.48	0.16	0.46	0.57	0.20	0.77	1.00	0.42	0.02	0.52	0.54
JS 3	0.41	0.27	0.44	0.62	0.25	0.40	0.42	1.00	0.20	0.37	0.48
JS 4	0.08	0.03	0.10	0.22	0.02	0.11	0.02	0.20	1.00	0.12	0.25
JS 5	0.36	0.21	0.24	0.48	0.36	0.54	0.52	0.37	0.12	1.00	0.53
JS 6	0.39	0.25	0.22	0.59	0.28	0.67	0.54	0.48	0.25	0.53	1.00

IV. CONCLUSION

The current analysis shows different aspects of employee engagement in the IT industry. The present-day Information and Technology sector is going through a sea change and is battling with many internal issues such as talent acquisition, talent management, growing attrition, unstable economy,

retaining employees and many more. Human capital is the most difficult to maintain as the organization has to deal with different mind-sets. In this study, different quantitative methods were applied which gave rise to a number of outcomes. Correlational analysis matrix was calculated to understand the inter-relationship between two major factors that is motivation and job – satisfaction. The result was a positive relationship between the both, thereby proving that both influence each other in a favorable manner. A normality test was done to compare the mean, standard deviation and standard error values of the different items and it was observed that the respondents agreed to most of the questions. The only point of disagreement was the employees did not want to change their jobs for a poor profile. Banking on the methodology applied it was concluded that a self – driven and satisfied employee is an engaged and happy employee. Organizations should look forward to creating more enthusiastic employees and direct them to become more productive. Designing policies to fight disengagement issues shall create a dependable human capital that will steer the firm to unseen heights of success and glory.

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