



# Effect of Motivation and Employee Engagement on Job Satisfaction

Dr. Pramod Kumar Dhayal

Lecture in Bus. Adm. Shri R.R. Morarka Govt College, Jhunjhunu

## Abstract:

*Whether workers like their jobs or specific aspects of their jobs, such as nature of the work or supervision, is measured by job satisfaction, employee satisfaction, or work satisfaction. There are three components to job satisfaction: cognitive, affective, and behavioral. In contrast to job satisfaction, employee engagement occurs when employees are motivated by deeper sources of motivation, such as the shared company vision or becoming the best at what they do. A motivated employee will have a greater job satisfaction, heightened performance, and a willingness to succeed, which benefits the company as a whole. In the similar manner, employee engagement leads to job satisfaction. Without employee engagement, employees are unlikely to be very satisfied at work.*

**Key words:** *Job Satisfaction, Employee Management, Employee Engagement, Employee Motivation.*

## 1. Introduction

Job satisfaction is based on how we feel about our job – the good career components that make us feel valued or that let us feel we have a purpose, versus the bad career components, such as long hours or unpleasant tasks, or feeling undervalued. In this open step, learn how to identify the components of a fulfilling career for you.<sup>1</sup>

By determining what kind of career, you would like to have and what kind of career would give you job satisfaction, you can also decide which subjects and training to pursue. Different job roles within one field can still result in vastly different types of job satisfaction, and that's worth pointing out. In the medical field, for example, there are a variety of positions, ranging from patient-facing roles such as nurses and doctors to administrative roles, researchers, and couriers.

Rather than looking too broadly into the field you want to work in, classify the job role you want based on the factors that are most likely to increase your job satisfaction. Alternatively, if you work in human resources, you may wish to consider job satisfaction when hiring. If an employee is satisfied in their role, they will be more engaged in their work and stay longer.<sup>2</sup>

Choosing the right recipe to reach job satisfaction varies from person to person. However, there are some key ingredients that often contribute to a feeling of enjoyment at work. Here are some of the most commonly sought-after aspects of jobs that can help motivate employees.<sup>3</sup>

- **The security of your job:** Having good job security helps people feel happier at work, meaning they can work toward long-term goals and feel a stronger sense of community and purpose at work.
- **Conditions of work:** If your workplace is a pleasant place to spend time, where you receive constructive feedback without harassment, you will feel more relaxed and satisfied with your job. Unscheduled overtime, unrealistic performance expectations and toxic work cultures can all lead to feelings of dissatisfaction and the desire to seek employment elsewhere. In contrast, good working conditions and increased job satisfaction are a result of creating a healthy work environment that emphasizes the value of its employees.<sup>4</sup>

<sup>1</sup> "Futurelearn.com. Retrieved , from <https://www.futurelearn.com/info/blog/what-is-job-satisfaction>"

<sup>2</sup> "Futurelearn.com. Retrieved , from <https://www.futurelearn.com/info/blog/what-is-job-satisfaction>"

<sup>3</sup> "Judge, T. A., Piccolo, R. F., Podsakoff, N. P., Shaw, J. C., & Rich, B. L. (2010). The relationship between pay and job satisfaction: A meta-analysis of the literature. *Journal of Vocational Behavior*, 77(2), 157–167."

<sup>4</sup> "Judge, T. A., Piccolo, R. F., Podsakoff, N. P., Shaw, J. C., & Rich, B. L. (2010). The relationship between pay and job satisfaction: A meta-analysis of the literature. *Journal of Vocational Behavior*, 77(2), 157–167."



- **Benefits and pay:** Many people take lower-paying jobs in order to minimize pressure, allowing for a healthy work-life balance, but this is a particular divisive aspect of work. Many people, however, consider pay to be a major factor in their job satisfaction. Of course, if they like their jobs, they won't turn down higher wages. It is also important to consider additional benefits. In addition to adding value to a role beyond a paycheck, benefits can feel more personal than a pay packet.<sup>5</sup>
- **The ability to communicate:** A workplace with clear and open communication makes employees feel appreciated and trusted. It relieves their worries about their performance, increases transparency within the organization, and encourages trust. Communication at work is vital. If you're looking to improve your skills, The University of Leeds' Communication and Interpersonal Skills at Work course is a great place to begin.
- **Acknowledgement:** If you put a lot of effort into your job, you want that to be acknowledged. You can receive a bonus, monetary or otherwise, or you can simply be appreciated by your colleagues and boss. People will likely stop working as hard in the future if they feel their efforts go unnoticed, or they will feel like their job is unrewarding.
- **Developing your career:** Some people prefer to work at one job for a lifetime, while others prefer to have career advancement opportunities. This could include having plans and routes for promotions, or in-built ways to improve skills and study for new qualifications in line with their desired career progression.<sup>6</sup>
- **The variety of options:** In order to foster satisfaction, it is important to have a variety of jobs. While focusing on one task can enhance efficiency, it can be demoralizing for employees if they do not have flexibility or diversity in their work. Participating in interesting and challenging projects is usually a positive experience for employees.
- **Taking into account the differences between employees:** No one likes to be treated like just a number or a statistic – we all want to be treated as individuals instead. People are more likely to be satisfied if they feel like their employer sees and acknowledges their differences. In order to increase employee sense of value, you have to acknowledge the employee as a person outside the workplace, as well as recognize and respect their strengths and experiences.
- **Values of the company:** In order to feel committed to a cause they do not agree with, it's important to have core company values. Working for a company that shares your values will increase your desire to work there. When a company does not match its core values with its actions, this can create dissonance and make people feel less satisfied with their jobs.<sup>7</sup>
- **Human contact:** It has been mentioned that many people wish to work for companies or in roles where they can help others. It can be a major motivator for many; helping others as part of a job instils a sense of purpose in them. Other people, however, may find it difficult to work with the public. They will feel more satisfied working alone or as part of a small group in this case.
- **Balance between work and life:** Considering the work-life balance of employees is important because most people work in order to afford their lifestyle. Employees feel valued when there is space in a job role for life's big moments - like starting a family. Respecting this and providing support to promote a healthy work-life balance results in employees feeling valued.<sup>8</sup>
- **Illness must be respected:** In most cases, people will only become ill once or twice a year, but sometimes they will become ill for longer, or more frequently. It is especially important for employees to feel safe when recovering from illnesses, without worrying about losing their jobs or feeling pressured into working when they are unwell, especially after the COVID-19 outbreak.<sup>9</sup>

## 2. Job Satisfaction and Motivation

<sup>5</sup> “Jacobs, K., Hellman, M., Markowitz, J., Wuest, E. (2013). Job Satisfaction/Dissatisfaction. In: Gellman, M.D., Turner, J.R. (eds) Encyclopedia of Behavioral Medicine. Springer, New York, NY. [https://doi.org/10.1007/978-1-4419-1005-9\\_901](https://doi.org/10.1007/978-1-4419-1005-9_901)”

<sup>6</sup> “Jacobs, K., Hellman, M., Markowitz, J., Wuest, E. (2013). Job Satisfaction/Dissatisfaction. In: Gellman, M.D., Turner, J.R. (eds) Encyclopedia of Behavioral Medicine. Springer, New York, NY. [https://doi.org/10.1007/978-1-4419-1005-9\\_901](https://doi.org/10.1007/978-1-4419-1005-9_901)”

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<sup>8</sup> “Brief, A. P., & Weiss, H. M. (2002). Organizational behavior: Affect in the workplace. *Annual Review of Psychology*, 53, 279–307.”

<sup>9</sup> “Brief, A. P., & Weiss, H. M. (2002). Organizational behavior: Affect in the workplace. *Annual Review of Psychology*, 53, 279–307.”



There is a symbiotic relationship between employee motivation and job satisfaction. Job satisfaction is directly related to employee motivation, and vice versa. In order to manage job responsibilities effectively, employees must feel satisfied and content in their work roles. Employees with a high sense of motivation are also more likely to be satisfied in their jobs, according to surveys across various industries. Thus, increased job satisfaction leads to greater personal and professional motivation, and similarly, strong motivation leads to higher job satisfaction.<sup>10</sup>

In terms of motivation and job satisfaction, employers have studied, discussed, and searched for a variety of concepts for improving both. Numerous workplace studies and surveys have shown that factors such as work environment, organizational culture, compensation, and professional growth play a major role in job satisfaction. The ability of employees to balance their professional and personal commitments is also important. Employees who feel their employer meets these needs are more likely to perform at or above company standards and report feeling happier with their career choice if they feel an employer meets their needs in these regards.<sup>11</sup>

Morale, employee attitudes, and further motivation to be productive are adversely affected by low motivation and job satisfaction, according to studies. Employees who are unhappy have little motivation and interest in helping an organization succeed, so they are not motivated or interested in achieving organizational goals. A focus on improving job satisfaction will result in higher productivity, fewer employee turnovers, and a reduction in absenteeism. In addition to reducing attrition, absenteeism, and productivity, such measures also improve employee mental and physical health, reducing issues related to valid absenteeism and job burnout as well as drops in productivity.

Understanding what makes people happy at their workplace is crucial because they spend a large part of their lives there. The factors affecting job satisfaction can also have a positive or negative impact on customer satisfaction, and ultimately on business profitability, as previously mentioned. In the organisational setting, it is equally important to understand what drives employee satisfaction and what motivates their actions and behavior. Additionally, we must understand the motivation of individuals at work along with our understanding of job satisfaction. A successful organization relies heavily on employee satisfaction and motivation.

Nevertheless, these two concepts can be easily misunderstood and confused. At times, managers believe that employee satisfaction drives their actions and behaviors. In addition, they may believe motivation comes from an employee's satisfaction within the workplace. Despite the fact that job satisfaction is generally associated with higher motivation, the relationship between the two is actually a bit more complicated. Employee motivation can be strengthened both by job satisfaction and dissatisfaction.

Employee motivation and job satisfaction is both an art and a science. Managers, supervisors, and human resource professionals can better address motivation and job satisfaction issues by understanding human psychology. Extrinsic or external motivators, such as pay, benefits, and physical work environments, have the least impact on motivation and produce the least job satisfaction, according to numerous workplace studies.<sup>12</sup>

Numerous studies have also shown that intrinsic motivation, such as personal or professional goals, self-respect, and challenging or interesting work, has a greater impact on employee motivation and job satisfaction. As a result, employers who focus on self-motivating factors rather than external motivations are more likely to retain employees who report satisfaction with their work environment. We can identify two broad types of employees when looking at employee motivation: (1) those who are self-motivated, and (2) those whose motivation is determined by external factors such as the job and workplace. Self-motivated workers are more likely to be satisfied with their jobs, according to a study published in the *Journal of Management and Organizational Studies* in 2015. These results suggest that motivation is not always a product of job satisfaction, but can also be its cause.

Therefore, gaining some depth of insight into the dynamics of motivation can also help managers identify ways in which they can promote self-motivation among workers, resulting in an increase in employee performance at work, a reduction in absenteeism, and ultimately a higher profit margin. To date, we have discussed how employee happiness is vital to an organization's success. We also looked at how organisations can improve job satisfaction by minimizing negative factors responsible for employee dissatisfaction.<sup>13</sup>

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<sup>10</sup> “What is the connection between motivation and job satisfaction? (2022, December 25). Wise-geek.com. <https://www.wise-geek.com/what-is-the-connection-between-motivation-and-job-satisfaction.htm>”

<sup>11</sup> “What is the connection between motivation and job satisfaction? (2022, December 25). Wise-geek.com. <https://www.wise-geek.com/what-is-the-connection-between-motivation-and-job-satisfaction.htm>”

<sup>12</sup> “What is the connection between motivation and job satisfaction? (2022, December 25). Wise-geek.com. <https://www.wise-geek.com/what-is-the-connection-between-motivation-and-job-satisfaction.htm>”

<sup>13</sup> “De Jesus Pereira, M. R. (2017, November 15). How important are job satisfaction and motivation at the workplace? A perspective from evidence-based management. *CQ Net - Management Skills for Everyone!* <https://www.ckju.net/en/blog/how-important-are-job-satisfaction-and-motivation-workplace-perspective-evidence-based-management/1163>”



In addition, the counterintuitive connection between motivation and job satisfaction was explored. The place where people work and spend most of their daytime has a strong impact on their feelings, actions, and thoughts. So how do we tie all of this together to create highly motivated and satisfied employees? It is therefore natural for managers to take an increasingly active role in understanding worker motivation and job satisfaction as a result of this. In recent years, evidence-based leadership approaches and theories have placed a strong emphasis on increasing motivation and job satisfaction. Creating jobs and conditions that satisfy employees requires gaining insight into what motivates them, both self- and externally. This means adjusting corporate policies and embracing the right motivational strategies, such as motivational interviewing. Ultimately, managers need to strive for environments that support job satisfaction and motivation to attract their ideal worker.<sup>14</sup>

### 3. Job Satisfaction and Employee Engagement

When people are able to succeed in their careers, they can achieve their goals. Employee engagement and job satisfaction might not be the same, but one thing is for sure: when people are satisfied with their jobs, they are more likely to be engaged. People are more likely to be engaged in their careers when they are able to strive in their career, supporting them in achieving their goals. Job satisfaction and employee engagement might not be the same, but they are not the same. People are more likely to be engaged when they are satisfied with their jobs.<sup>15</sup>

The degree to which a person feels a connection with a company impacts their dedication and loyalty. The more engaged a person is, the more likely they are to be loyal to the company. Alternatively, job satisfaction is when an employee enjoys his or her work. Consequently, job satisfaction isn't driven by a sense of pride, but by the fulfillment of doing what one loves. An engaged employee may not necessarily be a satisfied one. But for engagement to occur, a worker must at least like- if not love- the work they do. However, both job satisfaction and employee engagement must be sustained to drive better business outcomes. Turnover will rise, loyalty will suffer, and your culture will suffer as a result of ignoring one for the sake of improving the other, or worse, mistaking them for the same.<sup>16</sup>

#### Factors for Employee Engagement:

- **Work Environment:** An organization's work environment has a significant impact on employee engagement and happiness. Leaders should focus on the work environment if they have tried every engagement tactic and failed. When a work environment is ultracompetitive, toxic, and non-inclusive, any engagement strategy will fail. Such an environment pits peers against peers and drives people away. Feeling psychologically safe is a key component of belonging and value, especially at work. A modern business must treat employees respectfully at all levels in order to achieve employee engagement. If your work environment is toxic, it will destroy any other positive aspect of your company's culture.<sup>17</sup>
- **Benefits for employees:** You must provide an attractive enough benefits package to keep your best talent. People want more than just a great paycheck. They want a comprehensive benefits package to go along with it. Pay and benefits-focused companies reported a 56% lower turnover rate. Providing the right employee benefits goes beyond recruiting and retaining your best employees. They can also enhance your people's work-life balance. As a result, top talent is concerned about getting the best possible compensation package when joining a new company. Such benefits include health insurance, maternity leave, and tuition reimbursement.<sup>18</sup>
- **Company Culture:** Organizational culture is one of the most known yet underrated factors. It is because improving the company culture is more difficult than improving other engagement measures.

### 4. Conclusion

In modern organizations, high job satisfaction leads to improved organizational productivity, decreased employee turnover, and reduced job stress. An employee who is happy and satisfied with his or her job is more likely to work hard in the workplace and

<sup>14</sup> “De Jesus Pereira, M. R. (2017, November 15). How important are job satisfaction and motivation at the workplace? A perspective from evidence-based management. CQ Net - Management Skills for Everyone! <https://www.ckju.net/en/blog/how-important-are-job-satisfaction-and-motivation-workplace-perspective-evidence-based-management/1163>”

<sup>15</sup> “Medhi, B. (2021, April 16). Job satisfaction and employee engagement: A brief comparison. Nurture an Engaged and Satisfied Workforce | Vantage Circle HR Blog. <https://blog.vantagecircle.com/job-satisfaction-and-employee-engagement/>”

<sup>16</sup> “Medhi, B. (2021, April 16). Job satisfaction and employee engagement: A brief comparison. Nurture an Engaged and Satisfied Workforce | Vantage Circle HR Blog. <https://blog.vantagecircle.com/job-satisfaction-and-employee-engagement/>”

<sup>17</sup> “BasuMallick, C. (2020, May 21). Employee engagement vs. Job satisfaction: Key differences and metrics. Spiceworks.com. <https://www.spiceworks.com/hr/engagement-retention/articles/employee-engagement-vs-job-satisfaction-differences/>”

<sup>18</sup> “BasuMallick, C. (2020, May 21). Employee engagement vs. Job satisfaction: Key differences and metrics. Spiceworks.com. <https://www.spiceworks.com/hr/engagement-retention/articles/employee-engagement-vs-job-satisfaction-differences/>”



remain with the company longer. In fact, business units where employees score in the top half for employee engagement have a 50% higher success rate on productivity outcomes, on average. As well as influencing employees' overall psychological well-being, job satisfaction influences their sense of identity, health, and overall happiness. Employees who are more satisfied work harder and take fewer sick days than their less satisfied counterparts. Without it, companies suffer reduced productivity, lower levels of output and it is likely that the company will fall short of reaching important goals as well. During the working day, employee motivation refers to the level of commitment, energy, and innovation held by employees.

