



EFFECT OF WORK MOTIVATION ON JOB SATISFACTION IN TELECOMMUNICATION SECTOR OF PAKISTAN – A CASE STUDY OF PAKISTAN TELECOMMUNICATION COMPANY LIMITED (PTCL)

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ABSTRACT

Purpose/objective: *The main objective of this study is to determine the relationship between the work motivation and job satisfaction. We will determine how work motivation effects job satisfaction.*

Methodology: *Questionnaire methodology was applied through the conduct of survey from four districts of Pakistan. These districts were Okara, Sahiwal, Kasur and Pakpattan. PTCL offices operating in these districts were taken as sample to generate results. Data was collected in March and April 2012 from these offices. 100 questionnaires were distributed in these exchanges offices and 80 questionnaires were collected. These questionnaires were analyzed and tested by the use of SPSS and standard deviation, mean, correlation and regression analyses were applied to find out the results.*

Results and Findings: *Work motivation had significant effect on the job satisfaction in PTCL and their relationship is positive. In this model, 50% of change in job satisfaction is due to work motivation.*

Value\Originality: *The study is helpful for the organization in distributing work to employees. Through our study organizations will determine the effect of work motivation on job satisfaction of employees.*

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INTRODUCTION

Many researchers conducted research on the work motivation and its effect on job satisfaction. Motivation also effect on the performance of the organization. Every researcher studies describe the relationship among the work motivation on job satisfaction. These are interrelated each other. It is challenge to the companies that make and implement the strategies. Which implement by the HR Department of organization? These strategies increase the performance of company. These strategies include compensation to employee, types of training, promotion and increase in salary and bonus program. Employees are more loyal toward the company if they are satisfied from the job. The best companies take tension towards increasing the performance of the employee. We can also take in mind that motivation is not a magic shoe and it is not perform any miracle but it increase the performance through motivation. How can we motivate our employee? We can motivate our staff through spend time with worker, giving the advice to his employee, how they can done its work, this work is done according to the standard which they made, what problem the face and give solution and accomplish the task with success. Motivator also decides what requirements are needed to motivate its employee. Motivation is help to those who have the abilities and skill. We can refine these abilities with the help of training. Companies give training on the job and off the job. Through training companies educate the standards\goals of work to the staff. Employees feel comfortable at work after the training.

At last we come into the point that HRM is a value able asset of the management of the company. The staff of the organization put their best effort individually, collectively and loyally for achieving the goals of the company\organization (Armstrong, 2006). Motivation is the degree to which employee wishes and adopt undertake in certain particular behavior (Michell, 2009). In the job performance, motivation is the important factor that effect the employee output (Kreitner et al, 2006).

In this paper, researcher can find out the direct relationship about the work motivation to the job satisfaction. In this study, writers try to identify the impact of non-financial motivation (work motivation) on the job satisfaction. We are taking the data from Pakistan Telecommunication Corporation Limited (PTCL). It is the oldest company of telecommunication in Pakistan.

Rational of this Study

In this we can focus on the psychological factors of human mind toward job satisfaction the person which is motivated for a specific task that person is more satisfied for that task. Secondly, we can find the answer of the question that what factors effect on the on the staff of an organization more

satisfied employee of that organization. Level of the satisfaction of the employee is high then the organizational performance is also high.

Problem Statement

There are many factors which have effect on the job satisfaction of the staff of the organization; work motivation is one of them. Our research covers only the impact of work motivation on the job satisfaction.

Objectives of Study

The main objective of this study is to find the relationship between work motivation and job satisfaction.

Other objectives are listed follow.

- What is the level of motivation of staff\employee?
- What is the level of job satisfaction of staff/employee?
- Determine the effect of motivation regarding job satisfaction

Significance of this Study

Our research is based only on motivation. Motivation is given by the human resource management. In our country very few researches are conducted on this topic. Our study\research is helpful to other, who has the willingness to research in this area. This type of research helps the companies to enhance the performance of employee in more productive way.

Surrounding of this Study

Our study is surrounding to the Pakistan Telecommunication Limited (PTCL). Data was taken from the Okara, Sahiwal, Pakpattan, and Kasur districts.

LITERATURE REVIEW

Job Satisfaction

Feinstein (2000), in his study, described that Job satisfaction was the essential element in the perspective of organization, if the employees have higher commitment toward organization, this high commitment leads towards the success and development of the organization. A person who is dissatisfied leaves the organization and motivated person stay in the organization. It is wrong to consider single thing which effect on job satisfaction. There are many things which effect on the job satisfaction. He also gave the concept that actual work is the biggest satisfier, working condition are less satisfier and job security is also high satisfier (Stephine, 2005). According to Sirine (2009), if any person reached at his ideal profession that is more satisfied to him. Shah and Shah (2008), in the study of “job satisfaction and fatigue variables”, they found the negative relationship among the job satisfaction and fatigue. They found that fatigue is a negative predictor of job satisfaction. The researcher define that there are many factors effecting and that can lead the job satisfaction. If the

fatigue is minimized than the level of motivation is increased. A Job satisfaction improves or encourages the strategies and innovation. Lack and Luthan (1978), describe the job satisfaction in a pleasurable emotion form which came from performing job. Job satisfaction came when expectation of employee fulfill from the job. Mitchel and Lasn (1987), said in organizational behavior study. Job satisfaction also contributes in organization behavior. If employees are well satisfied from job then the organizational behavior will better.

Luthan (1998), describe the three major dimensions towards the job satisfaction.

- Job satisfaction shows the emotional response of employee regarding job. Which analyzed by employee.
- Jib satisfaction show that attitude which include that characteristic which are similar to well satisfied employee.
- Job satisfaction usually measure through output of an organization.

Velnampy (2008) explains in his study that job satisfaction has positive impact on the employee performance, as well increase the employee job involvement. Job satisfaction and involvement are interrelated with each other

Aswathappa (2003) describe in his study, Job satisfaction can be determine by intrinsic and extrinsic reward. The job satisfaction level differ when salaries or reward differ.

Work Motivation

Luthane (1998) described that motivation was psychological process that changes the behavior. This change came permanent. Motivation increase interest for performing job in that result job commitment also effect. Simon (1997) explained in his study that why motivation was necessary for employees? Why motivation is important for all the organization? It is necessary to achieve their goals. Peffer (1998) gives result which find in his study the organization which know about the tactics for utilizing and margining the employee for long term in the organization. These organizations will be more effective. Frey (1997) described that intrinsic rewards were more important as compare to extrinsic reward for motivation but intrinsic motivation also depend upon extrinsic reward. Wright and Pandey (2005) explain in his research loyalty and strong emotion show the employee motivation. These factors close the employee towards its work. Other factors are also participates in work motivation. Allen and Meyer (1990), said in his study how a company can determined that there employees were happy, satisfied and loyal toward the company. They further explain that other factor which related to the employee also effects on the work motivation and job satisfaction. Work motivation can be determined by the feelings level of employee. He says that employee will be highly motivated, if the company gives the challenge to the employee. It is necessary that management support to employee, when he performing work to meet challenge. It is the best motivator as compare to other factor of motivation. Employee develops strong relation with management and do work more efficiency (Horwitz et al., 2003). Locke and lathen (2004) described that motivational factor such as internal and external put pressure on employee to perform well. These factors create effectiveness in work. Backon et al. (1996), described that motivated employees were more important for competitiveness in the company.

Relationship between Work Motivation & Job Satisfaction

Gupta & Joshi (2008), explained the effect and relationship between work motivation and job satisfaction, outcome of employee performance show the interest of employee in his work. Employees which achieve their target. They are motivated and satisfy the job. Herzberg et al (1959), explained the relationship between work motivation and job satisfaction on the base of two factors, First intrinsic factor. It increases the level of job satisfaction. That factor usually internally relate to employee. Promotion opportunities, accept challenge, responsibility, etc. there are the intrinsic factors. Second is extrinsic factor such as salary package, work environment, organization policies etc. These factors decrease the level of job dissatisfaction. Kavach (1987), gave argue that company fulfills the basic needs of life. Their employees are satisfied the job. Wagor (1990) argued that the company will be more competitive on the base of quality. Which have well satisfied, motivated and skilled employee in organization? Saleem et al. (2010) declared that there is positive relationship between work motivation and job satisfaction. Motivation is the essential part for the organization. Ahmad et al (2010), declared that intrinsic motivation has significant relationship with the job satisfaction and extrinsic motivation has no significant relationship between them. He study in university of Punjab

RESEARCH METHODOLOGY

This research is designed to check the relationship between work motivation and job satisfaction. Questionnaire was designed to take the required data about work motivation and job satisfaction. Data analysis is taken through descriptive statistical method. It includes Mean, standard deviation and correlation. Regression analysis is used to check the effect of work motivation on satisfaction of employee.

Population

Population of this study is restricted to land line communication and that is the Pakistan Telecommunication Corporation Limited.

Sample and Response Rate

4 district's telephone exchanges were taken as sample named: Okara, Sahiwal, Pakpattan and Kasur. 25 questionnaires were distributed each among employee working in these telephone exchange offices but only 20 were filled and returned from each district.

Construction

Questionnaire was divided into two parts. First part had the information regarding sex, age, professional status and qualification. Second part was also divided into two parts.

Part 1: It had the data regarding job satisfaction and includes 7 questions. That is adopted from the studies of saleem et al. (2010), "Effect of work motivation on job satisfaction in mobile telecommunication service organization in Pakistan".

Part 2: It had the data regarding work motivation and includes 8 questions.

6 items likert scale was used on both parts. It have Strongly Agree: SA; Somewhat Agree: SWA; Agree: A; Somewhat Disagree: SWD; Disagree: A; Strongly Disagree: SD.

Data Collection Technique

Convenience sampling was used for data collection. We had taken the Data from Okara, Pakpattan, Sahiwal and Kasur District.

Data Analysis

We used SPSS version 16 to generate the findings. Mean and standard deviation was used to see the broader view of data. Regression analysis was used to find out the impact of work motivation on job satisfaction.

Hypothesis:

H₀: Work motivation has no effect on the job satisfaction.

H₁: Work motivation has positive effect on job satisfaction.

RESEARCH FINDINGS

Table-1.Frequencies

Variables		Frequency	%	Valid %	Cumulative %
Gender	Male	79	98.8	98.8	98.8
	Female	1	1.3	1.3	100.0
Age	Below 25	22	27.5	27.5	27.5
	25-40 years	30	37.5	37.5	65.0
	Above 40	28	35.0	35.0	100.0
Qualification	Matric	10	12.5	12.5	12.5
	FA	23	28.8	28.8	41.3
	BA	32	40.0	40.0	81.3
	MA	15	18.8	18.8	100.0
Management Level	Higher	22	27.5	27.5	27.5
	Middle	47	58.8	58.8	86.3
	Lower	11	13.8	13.8	100.0

Frequencies table 1 show the demographic factors of the respondents. It is cleared from the table that most of the respondents are male employee working in the PTCL. 65% of the respondent' age is between 25-40 years. Most of the respondents are graduate or more than graduate. 59% of the respondents are from Middle level of Management.

Table-2.Correlations

		Job satisfaction	Work motivation
Job satisfaction	Pearson Correlation	1	.439(**)
	Sig. (2-tailed)		.000

	N	80	80
Work motivation	Pearson Correlation	.439(**)	1
	Sig. (2-tailed)	.000	
	N	80	80

** Correlation is significant at the 0.01 level (2-tailed).

Table 2 shows the correlation between job satisfaction and work motivation. There is positive and moderate relationship between the variables. P – Value is significant so we will reject null hypothesis and accept the alternative hypothesis (H1: there is a positive relationship between work motivation and job satisfaction).

Table-3.Regression

Mode	F	Sig.	Unstandardized Beta	t-test	Sig.
Work Motivation	18.612	.000	0.506	4.314	.000

Table 3 shows the results of regression. F test shows the fitness of goodness of measure and the significant level is .000 which clearly shows that the measure is good fit. The value of unstandardized Beta is 0.506 which is change in the dependent variable due to change in independent variable. Therefore, the work motivation is positively changing the job satisfaction. The T-test is also significant at .000 p- value. It means there is a significant relationship between work motivation and job satisfaction. Furthermore, we have developed the regression equation.

$$Y = a + b x$$

You can put the values in this equation and take the result.

$$Y = 11.096 + 0.506x$$

The regression equation shows that “a” is the constant value of job satisfaction and “b” shows the change in the dependent value of work motivation.

CONCLUSION

Peoples are the important resource for organizations. Sometimes human resource is unkempt by the management. The quality of this department can be enhanced by motivation. Motivation is driving force that put the willingness in a person to perform the task. There is significance relationship between the work motivation and job satisfaction. The company increases the level of motivation of employees; in result it can increase the level of job satisfaction. Employees’ turnover can be reduced by motivation. Job commitment can also be increased through motivation.

Limitation of this Study

Short time period: There was very short period of time to conduct this research. Many things could not be explored by us.

Small no. of respondent: The sample size included in the research was small and that can’t be generalized to other districts of Pakistan.

Unwillingness to give response: Respondent were reluctant to give response

Independent Variable: Only one variable work motivation was included in our research and the data is also taken from one organization of telecommunication in Pakistan.

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