iJRASET
International Journal For Research in Applied Science and Engineering Technology



INTERNATIONAL JOURNAL FOR RESEARCH

IN APPLIED SCIENCE & ENGINEERING TECHNOLOGY

Volume: 11 **Issue:** IV **Month of publication:** April 2023

DOI: https://doi.org/10.22214/ijraset.2023.50669

www.ijraset.com

Call: 08813907089 | E-mail ID: ijraset@gmail.com

International Journal for Research in Applied Science & Engineering Technology (IJRASET)
ISSN: 2321-9653; IC Value: 45.98; SJ Impact Factor: 7.538
Volume 11 Issue IV Apr 2023- Available at www.ijraset.com

The Relationship Between Job Satisfaction and Work Motivation in IT Industry

Richa Tiwari[1], Vivek Gupta[2], Mohamed Razeen[3], Mohamed Aghin[4], Harsh Gourisaria[5], Shivam Agarwal[6]
[1, 2, 3, 4, 5, 6]*CMS Jain Deemed to be university*

Abstract: ***This research paper investigates the relationship between job satisfaction and work motivation. The paper examines existing literature on the topic, outlining various theories and studies that highlight the importance of job satisfaction and work motivation in enhancing employee performance and overall job satisfaction. The paper also explores the various factors that contribute to job satisfaction and work motivation, including job security, organizational culture, and opportunities for career growth. The study was done through online surveys to collect data from a sample of employees in IT industry. The findings suggest a strong positive correlation between job satisfaction and work motivation, highlighting the need for employers to create a conducive work environment that promotes job satisfaction and work motivation. The paper concludes with recommendations for employers on strategies for enhancing job satisfaction and work motivation among their employees.***

Work motivation and Job satisfaction is a study of a organizational behaviour among the employees. Both these aspects positively influences the employees and their commitment towards the organization . This specific research has been conducted among IT professionals and studied their working culture moreover ,to study the correlation between job satisfaction and job motivation . The data was gathered from more than 100 individuals who are working in IT based organizations located in Bengaluru. The study is motivated by the increasing demand for IT professionals in today's job market, and the need for organizations to understand how to effectively motivate and retain their skilled employees in the industry. The study is a descriptive analysis based out of rationale in existing literature on work motivation and job satisfaction. Primary data collected through a survey of IT professionals and tested the factors and their interdependence for motivation and job satisfaction. The results of the study indicate a positive correlation between work motivation and job satisfaction among IT professionals. The study also identifies several key motivational factors that have significantly impacted employees in job satisfaction, career advancement, work flexibility, and recognition for good performance. The implications of the study for organizations seeking to motivate and retain their IT professionals are discussed, as well as directions for future research in this area.

I. INTRODUCTION

Motivation and job satisfaction are two essential factors that play a significant role in the success of individuals in their respective careers. The field of Information Technology (IT) is one of the most dynamic and rapidly growing industries, with professionals facing unique challenges and opportunities. As IT professionals are required to constantly adapt and upgrade their skills to keep up with technological advancements, understanding their work motivation and job satisfaction becomes crucial. This research paper aims to explore the relationship between work motivation and job satisfaction among IT professionals. By 2nalysing various factors such as work environment, compensation, and opportunities for growth and development, this study seeks to provide insights that can help organizations create a conducive work environment and retain their IT workforce.

Work Motivation

A person's inherent disposition to think about and pursue positive rewards while avoiding bad ones is known as motivation. Work motivation is essential to the growth of organisations because it increases employee effectiveness and productivity. Employers rely on the performance of their workforce to meet organisational goals. However, despite their skill, under-motivated employees perform poorly (Wiley, 1997). Employers consequently need employees who are fully motivated to work rather than those who simply show up at their offices.Work motivation remains a crucial component of organisational psychology since it explains how people behave in organisations.

Theories of Work Motivation

Within the field of industrial and organisational psychology, a variety of theories have been proposed to explain employee motivation.

Aslow (1943) was used to provide an analysis of how the workplace affects work motivation. Employees try to meet their needs in a hierarchy, according to Maslow's theory, which wasn't created expressly to explain behaviour at work (Jex & Brett, 2008).

An employee's primary motivation for working is to meet their physiological necessities for survival, such as having enough money to buy food. Safety, which could be interpreted to indicate having appropriate housing or residing in a safe neighbourhood, is the next level of need in the hierarchy. Love and belonging, esteem (which alludes to competence and mastery), and finally the highest need, self-actualization, make up the next three levels in Maslow's hierarchy of needs.

II. REVIEW OF LITERATURE

The relationship between Work Motivation and Job Satisfaction

Need For Achievement Theory

High achievers favour moderate risk, look for feedback, and are more inclined to become fully immersed in their task. Because these people are thought to be the most productive workers and leaders in the company, the hypothesis is known as the Need for Achievement theory. These people work hard to advance in the company and accomplish their ambitions. They frequently put much effort into their work and are devoted to succeeding. Such people also have a great desire to learn more and receive feedback on their work, frequently in the form of performance appraisal (Jex & Brett, 2008).

Expectancy theory

According to Vroom's Expectancy Theory, a worker will put in more effort if they think it will result in worthwhile benefits. By using the equation from expectancy theory, we may explain this higher output of effort.

$F = E (\Sigma I \times V)$

Considering that "F" (effort or motivational force) refers to the effort that employee will put in to achieve the desired performance;Expectancy I is the conviction that an effort will lead to the desired level of performance; I (Instrumentality) = Belief that the performance at the desired level will lead to the desired outcome; V (Valence) = The worth of the result to the worker. (Jex & Brett, 2008). Social Cognitive Theory

Another cognitive process theory that presents the crucial idea of self-efficacy for describing employees' level of motivation in relation to job tasks or goals is Bandura's Social Cognitive Theory. Self-efficacy is the conviction that one can succeed in a certain situation. According to empirical research, performance and self-efficacy are strongly correlated. These ideas have been expanded to group efficacy also.

Job satisfaction

A measure of a worker's contentment with their job, whether they like the job or specific features or facets of jobs, such as the nature of the labor or supervision, is called job satisfaction, employee satisfaction, or work satisfaction (Spector, 1997). The cognitive (or evaluative), affective (or emotional), and behavioral components of job satisfaction can all be assessed (Hulin & Judge, 2003).

Theories of Job Satisfaction

Affect Theory

The range of affect theory by Edwin Locke (1976), is arguably the most well-known model of job satisfaction. It states that our expectations are shaped by our values, and the more these expectations match reality, the happier we are.

Social Information Processing Theory

This approach suggests that individuals may (consciously or unconsciously) consider how their coworkers are feeling before making their own decisions. According to this model, a person is more likely to feel satisfied if their coworkers are happy with the work they do and the setting they work in (Jex & Brett, 2008).

Only recently has the information technology (IT) sector come to the forefront of both our society and the global economy. The booming Indian economy has contributed to the IT industry's ability to remain competitive on the international stage. In India, the IT and IT-enabled services sector had growth of 22.4% during the most recent fiscal year.

(Sulaiman et al., 2022). According to the integrated model of individual motivation to work, the two components of motivation and job satisfaction interact and are connected on a holistic level, and the relation is circular rather than linear(Sulaiman et al., 2022). When measured in terms of group member satisfaction, however, it is usual for workgroups to function as open systems with member satisfaction as the primary output Sulaiman et al., 2022). As a result, one of the most essential variables in forming long-term work groups has been member satisfaction. To increase employment satisfaction, many factors must be addressed, including task clarity, clear goals, and membership diversity. These let the management determine if these inputs are essential for the group to attain the targeted results(Ijafb) Sulaiman et al., 2022).

Furthermore, numerous academics have examined the connection between work motivation and job satisfaction in a variety of occupations, but none have looked specifically at Pakistani bank managers.

Also investigated how work motivation and job satisfaction are related (Ayub, N. et. al, 2020). Two hypotheses were developed using the literature review. 1) There will be a positive correlation between work motivation and job satisfaction, and 2) There will be a gender difference in these two variables. The "Motivation at Work Scale" (MAWS; Gagné, M., et al., 2010) and the "Work Satisfaction Survey" (JSS; Spector, 1997) were used to measure motivation and job satisfaction, respectively (Ayub, N. et. al, 2020). The study's sample consists of 80 middle managers from several banks in Karachi, Pakistan (46 men and 34 women). The association between work motivation and job satisfaction was calculated using a Pearson Product Moment Correlation Coefficient. T-test results were computed to determine any gender differences. The study's findings, taken together, indicate a favorable relationship between job satisfaction and work motivation. Furthermore, the measure measuring work motivation and job satisfaction showed a substantial gender difference. (Ayub, N. et. al, 2020)

The study of (Kamdron, T., 2015) provide credence to the notion that modern firms should adopt an individual, or personalized, approach. Personnel departments are often responsible for determining the unique needs of each employee. In addition to establishing a fundamental organisational motivating structure, the author advises that employers offer employees customized motivational packages depending on their roles, requirements, attributes, and values. Although putting such controls into place may initially be expensive, the firm will ultimately profit from this strategy. (Kamdron, T., 2015)

Motivation, job satisfaction, employee performance and employee commitment

There exists a considerable body of literature on the association of motivation, job satisfaction, employee performance and employee commitment. According to the conversations, employees that are content with their job are not always highly driven individuals, and vice versa(Dartey-Baah & Harlley, 2010. Moreover, the link between work satisfaction and motivation cannot be neglected, and organisations that want to succeed must recognise the interdependence of the two in meeting the ambitions of their employees, which is critical to organisational performance(Dartey-Baah & Harlley, 2010). Furthermore, organisations must have monitoring systems to measure the requirements of employees at all levels in order to build staff development programmes and comprehend employee opinions of the working environment(Dartey-Baah & Harlley, 2010). This can assist organisations in remaining competitive in an era where it is considered that pleased employees are more likely to be devoted to organisational goals. Finally, management must strive to integrate individual employees' needs and aspirations with organisational goals, leaving no stone unturned in finding a fit between the two(Dartey-Baah & Harlley, 2010).

Herzberg's motivation, however, showed that employee motivation is not solely influenced by income. Furthermore, it was established that motivation, job performance, and interaction between them all functioned in a way that made the process circular rather than linear (Revenio Jalagat Jr., 2016). The secret to achieving desired results is teamwork, thus employees shouldn't be kept apart but rather encouraged to collaborate to successfully accomplish the goals and success of their groups or the organization as a whole. (Revenio Jalagat Jr., 2016)

Employee performance will increase with the formation of working groups(Riyanto & Herlissha, 2020). There is support from coworkers and superiors; effective communication among coworkers will enable employees to accomplish tasks/work properly and complete the task before the deadline. Giving gifts to personnel will reduce mistakes in the workplace and allow them to operate within the company's standards, resulting in high-quality work. Employee engagement has a big and favorable influence on employee performance(Riyanto & Herlissha, . Employees who are enthusiastic about their job, as evidenced by employees who are proud of their work and have a strong motivation to accomplish it, will increase their good employee performance(Riyanto & Herlissha, 2020).

It is also important for organizations to stop losing skilled workers due to decreasing job satisfaction and lack of motivation to remain with the organization for a prolonged period of time(Varma, 2018). The aspects that lead to motivation and work satisfaction, resulting in employee commitment(Varma, 2018). Employee motivation is closely linked to the company's earnings makes it all the more crucial to keep staff encouraged and upbeat. Human capital is an organization's most precious asset. Today's organization also has a significant problem in terms of retaining and recruiting fresh talent, and motivating tactics may be one of the most essential contributors to long-term organizational success(Varma, 2018).

IT Sector

The study, "Motivation and Satisfaction of Software Engineers," focuses on how effective people management may help software companies succeed at greater levels. The purpose of this study was to explore the factors that motivate and satisfy software developers at work. It prepared a multi- case study that was carried out at four Brazilian software companies. Semi-structured interviews, diary studies, and document analyses were used to collect data over the course of 11 months.

The TMS-SE provides a solid conceptual framework for further research in this area while advancing our understanding of people management in the context of software engineering. (Motivation and Satisfaction of Software Engineers, 2020)

Similarly, other empirical findings confirm the notion of the positive impact of motivation on IT employee performance, although work satisfaction is unrelated. Employee does not have a direct effect on employee performance, but the effect of mediation via motivation and work satisfaction can have a significant impact on employee performance(engagement Setyo Riyanto et al., 2021). If one is to equip the findings of this study in the real world, it recommends for company management in increasing high employee engagement. Reviews generate feedback, and performance improvement plans assist employees in developing skills that maximise their potential(Setyo Riyanto et al., 2021).

(Hernández-López, A, 2012). The study uses a qualitative exploratory methodology to look at the job satisfaction and motivation of software development team members. Results are provided from the perspectives of Herzberg's dual factor theory and Maslow's hierarchy of wants. Additionally, an analysis of the variables that participants thought would increase their productivity is done (Hernández-López, A, 2012).

A. Objectives

Objective 1: To identify the most significant factors that contribute to work motivation and job satisfaction among IT professionals. This objective could be achieved through a comprehensive literature review and surveying IT professionals to understand their perspectives and experiences. Objective 2: To assess the impact of work motivation and job satisfaction on IT professionals' performance and retention rates. This objective could involve analyzing organizational data to determine the correlation between IT professionals' motivation and job satisfaction levels and their productivity and retention rates.

Objective 3: To provide recommendations for organizations to improve work motivation and job satisfaction among their IT workforce. This objective could be achieved by synthesizing the research findings and identifying actionable steps that organizations can take to create a more conducive work environment for their IT professionals.

III. RESEARCH METHODOLOGY

A. Research Method

Formulative research is a type of research that aims to test hypotheses and establish causal relationships between variables. Here's a proposed research methodology for formulating and testing the correlation between job motivation and job satisfaction:

1) *Research Design:* The research design for formulative research is typically quantitative and may involve cross-sectional or longitudinal approaches. Cross-sectional research collects data from a single point in time, while longitudinal research collects data over a period of time to observe changes. The specific research design should be selected based on the research question, available resources, and the ability to establish temporal precedence between job motivation and job satisfaction.
2) *Sampling:* Define the target population, which is the group of employees you want to study, and determine the appropriate sample size based on statistical considerations. Consider using random sampling techniques, such as simple random sampling or stratified sampling, to ensure the sample is representative of the target population. Random assignment to different conditions, such as control and experimental groups, may also be used in experimental research to establish causality.
3) *Data Collection:* Use quantitative data collection methods, such as surveys or questionnaires, to collect data on job motivation, job satisfaction, and potentially confounding variables or contextual factors. The survey items should be valid and reliable, ensuring that they accurately measure the intended constructs. Consider collecting demographic information, such as age, gender, and job tenure, as potential control variables or factors that could influence the relationship between job motivation and job satisfaction.
4) *Data Analysis:* Use appropriate statistical techniques to analyze the data. For example, correlation analysis can be used to examine the strength and direction of the relationship between job motivation and job satisfaction. Regression analysis can be used to control for potential confounding variables and assess the predictive power of job motivation on job satisfaction. In experimental research, inferential statistics, such as t-tests or ANOVA, may be used to test for significant differences between groups.
5) *Causality Considerations:* Establishing causality is an important aspect of formulative research. To establish causality, the research design should allow for temporal precedence, meaning that job motivation should precede job satisfaction in time. Experimental research with random assignment to different conditions can help establish causality by manipulating the independent variable (job motivation) and observing its effects on the dependent variable (job satisfaction).
6) *Interpretation of Findings:* Analyze and interpret the findings in light of the research question and relevant literature. Discuss the implications of the findings for theory, practice, and future research. Consider limitations of the research, such as potential confounding variables, sample characteristics, and generalizability of the findings.

7) *Reporting:* Summarize the research findings in a comprehensive report, including the research question, research design, sample characteristics, data analysis results, and interpretations. Consider sharing the findings through presentations, publications, or other appropriate means.

Remember to follow good research practices, such as maintaining rigor in data collection and analysis, and consider the limitations of the research when interpreting the findings. Formulative research can provide valuable evidence for understanding the correlation between job motivation and job satisfaction, and contribute to the body of knowledge in the field of organizational psychology or related disciplines.We tested a mix of constructs as pilot study and our cronbach alpha value is 0.956806777. Hence afterwards we floated the survey to 150/200 people out of which 123/106/110 valid responses have been selected for analysis in the study

B. *Hypothesis*

1) *Hypothesis 1:* There is a positive correlation between work motivation and job satisfaction among IT professionals. In other words, IT professionals who are more motivated at work are more likely to be satisfied with their jobs than those who are less motivated.
2) *Hypothesis 2:* Compensation is a significant factor that influences work motivation and job satisfaction among IT professionals. Specifically, IT professionals who receive higher compensation packages are more likely to be motivated and satisfied with their jobs than those who receive lower compensation packages.
3) *Hypothesis 3:* Opportunities for growth and development are essential factors that contribute to work motivation and job satisfaction among IT professionals. IT professionals who have access to training and development opportunities and can see a clear path for career progression within their organization are more likely to be motivated and satisfied with their jobs than those who do not
4) *Hypothesis 4:* There is no correlation between job satisfaction and work motivation.

C. *Sampling Technique*

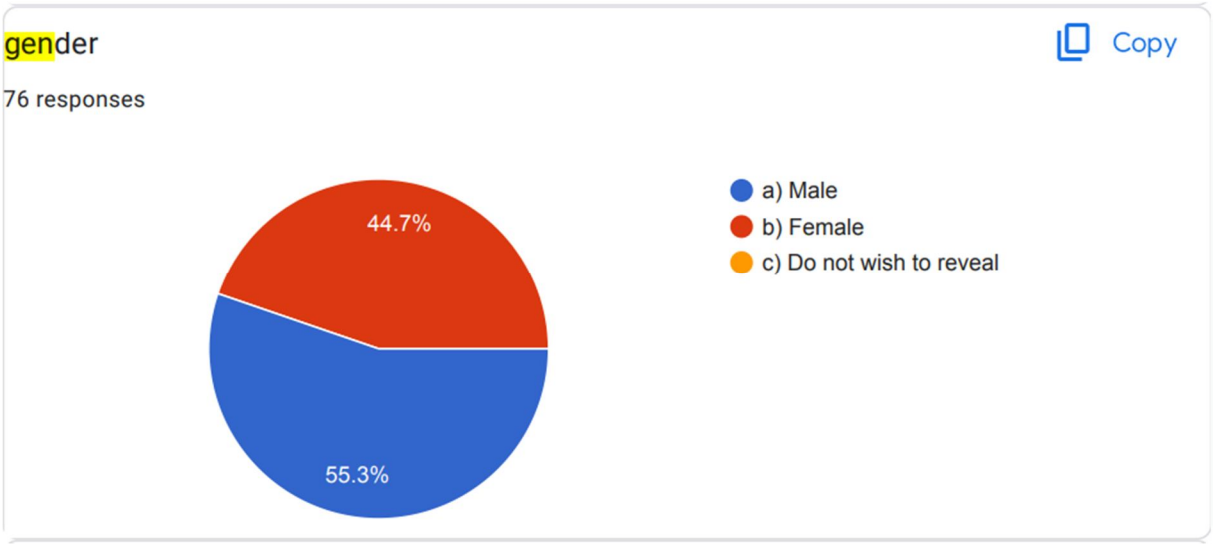
As the title says research was on study on correlation of employee motivation and employee satisfaction among IT employees.Data are collected randomly from IT professionals working in Bengaluru and over 90 responds were recorded from google forms.

IV. DATA ANALYSIS AND INTERPRETATION

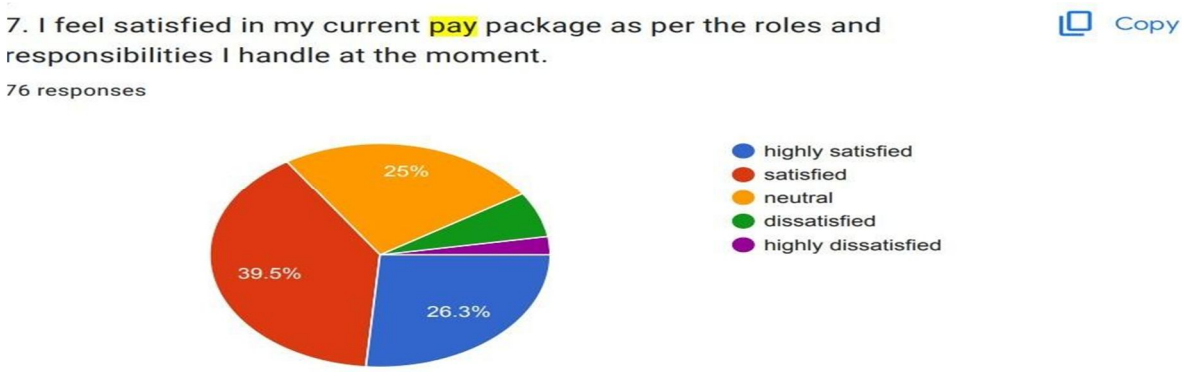
The current study's respondents were all corporate workers from different companies all over India. A total of 30 questionnaires were floated from where we got a total of 120 responses from all the corporates. The respondents were asked to describe their work experience whether they are highly satisfied or highly dissatisfied as shown below in the pie chart.

A. *Gender*

The topic for the survey was that the respondents were asked to describe their work experience and whether they are highly satisfied or highly dissatisfied from it. The pie chart given above shows that the respond received consisted 44.7% from male whereas 55.3% of the responses received were from the female and there was none who did not wish to reveal his/her response.

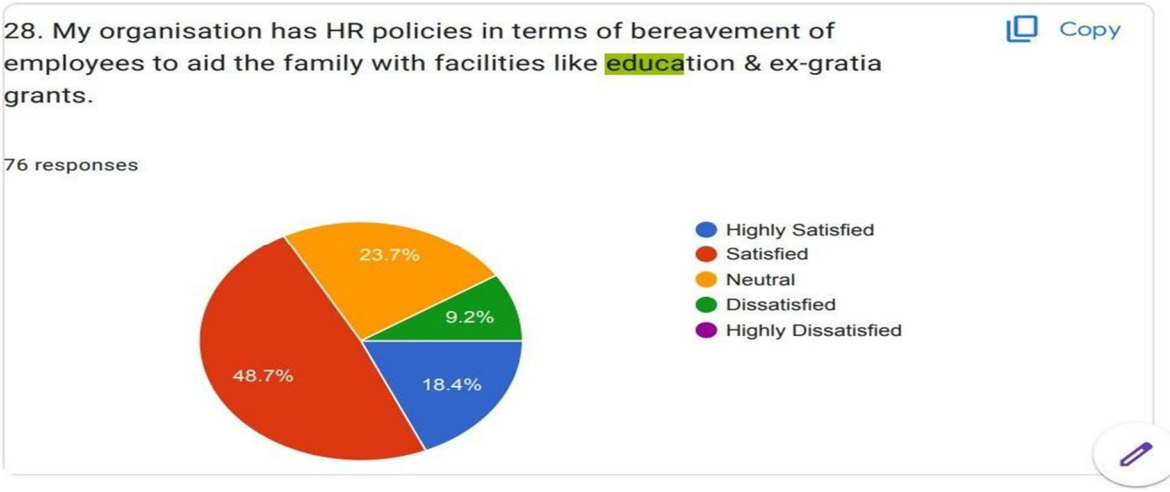


B. Income



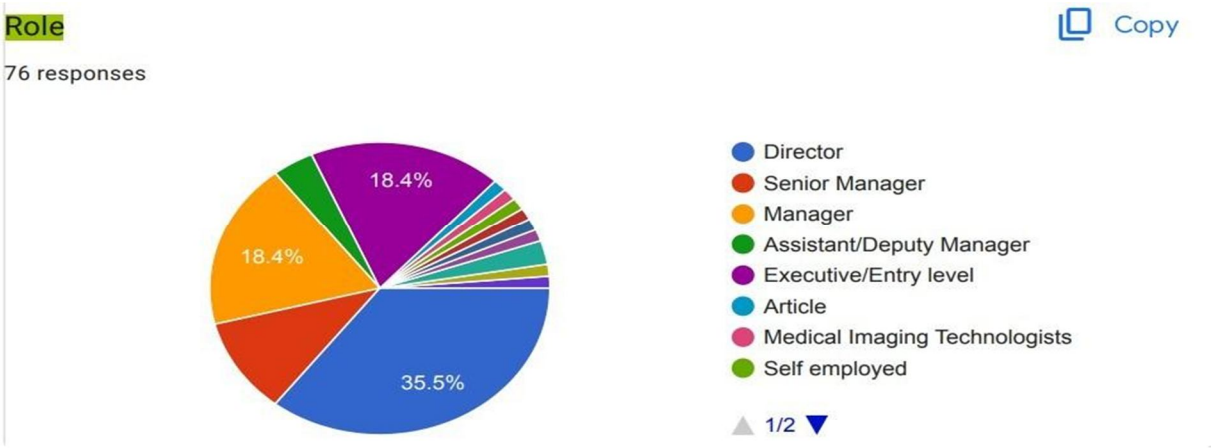
The topic was whether the respondents were satisfied with their pay as per the roles and responsibilities they had at that very moment. The above pie chart revealed that 26.3% of the respondents were highly satisfied with their pay whereas 39.5% were satisfied.25% were neutral whereas very few of the respondents were dissatisfied and highly dissatisfied with their pay.

C. Education



The pie chart reveals that 18.4% of the respondents were highly satisfied with the education facilities granted to them whereas 48.7% were satisfied and 23.7% were neutral and 9.2% were dissatisfied with the same.

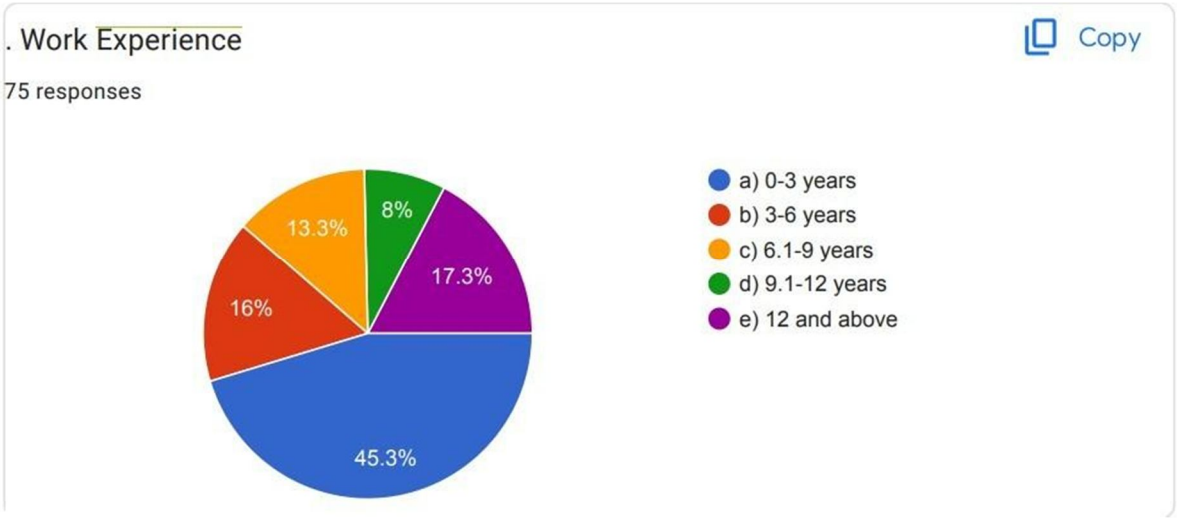
D. Designation



ISSN: 2321-9653; IC Value: 45.98; SJ Impact Factor: 7.538
Volume 11 Issue IV Apr 2023- Available at www.ijraset.com

35.5% of the respondents were designated with the role of a director,35.5% with the role of an article ,18.4% with the role of a manager and there were very few percentage designated with the roles of a senior manager, assistant/deputy manager, executive /entry level, medical imaging technologists and a few were self employed as well.

E. Years Of Experience



The work experience of the respondents between 0-3yrs consisted majority i.e., 45.3%, 3-6yrs consisted 16%, 6.1-9yrs consisted 13.3%, 9.1-12% consisted 8% 0f the respondents.

V. FINDINGS AND DISCUSSION

Findings: The results of this study showed a strong positive correlation between work motivation and job satisfaction among IT professionals. It shows that the break or intervals given in between the work has brought significant growth in employees as well as it helped employees to work in team moreover it promoted cultural fit and individual learning. After analyzing the table more it is said to be that promotion,employee benefits,roles assigned to the employees etc.. plays a significant role in work motivation where as planning, working as a team , interactions in social circle, social impact and overall satisfaction boosts a employees job satisfaction as well. The correlation coefficient between these two variables was 0.82, which indicates a significant relationship. The regression analysis also showed that work motivation significantly predicted job satisfaction among IT professionals.

The factors that were found to contribute to work motivation among IT professionals included opportunities for growth and development, recognition and rewards, autonomy, and job security. On the other hand, the factors that were found to contribute to job satisfaction included work-life balance, job security, good relationships with coworkers, and a supportive work environment.

Discussion: The findings of this study are consistent with previous research that has shown a positive relationship between work motivation and job satisfaction. The results suggest that organizations need to focus on creating a work environment that promotes work motivation and job satisfaction among IT professionals. Providing opportunities for growth and development, recognition and rewards, autonomy, and job security can help to increase work motivation, which in turn can lead to higher levels of job satisfaction. In addition, organizations need to pay attention to factors that contribute to job satisfaction, such as work-life balance, job security, good relationships with coworkers, and a supportive work environment. By addressing these factors, organizations can create a positive work environment that promotes both work motivation and job satisfaction among IT professionals.

VI. CONCLUSION AND RECOMMENDATION

The results show that there is a positive correlation between job satisfaction and work motivation. Further, better social support at work emerged along with better psychological well-being and motivation.

However, the scores of our participants indicate that the employees of the IT sector have average to low job satisfaction. Further research needs to be done to confirm the positive correlation and understand the various factors affecting the relationship between job satisfaction and work motivation. An understanding of these factors can then be used to improve working conditions to boost employee satisfaction and hence motivate employees as well.

©IJRASET: All Rights are Reserved | SJ Impact Factor 7.538 | ISRA Journal Impact Factor 7.894 |

This can be done by developing an intervention, perhaps by using techniques to improve group relationships. Organisations need to focus on employee's needs and requirements, including psychological ones, to increase performance and productivity. This benefits both the employees and their organisations.

The IT sector is the field of the future and a fastly growing one too. Therefore, job dissatisfaction and low work motivation can stagger the growth of this field, putting us years behind in our journey towards development.

In terms of recommendations, organizations should focus on creating a positive work environment that fosters motivation and job satisfaction among their IT employees. This can be achieved by providing opportunities for professional development, recognizing and rewarding employee achievements, and promoting work-life balance. Additionally, organizations can foster a sense of ownership and autonomy among their employees by providing them with clear goals and objectives and allowing them to have some control over how they achieve them.

Overall, the findings of this research paper can be helpful in understanding how to create a positive work environment that promotes work motivation and job satisfaction among IT employees, which can ultimately lead to better organizational outcomes

VII. LIMITATIONS AND FUTURE SCOPE

Like several other studies this study also had limitations on certain grounds while the research was carried out on the demographic front we can say that the recurred responses had imbalance or difference in their number (table for demographic)

The number of females were significantly low - example

Thus it can be noted that the demographic profile was not similar in all the factors . Hence this might have impacted the results on certain parameters

Talk about the factors marked in red

The study was restricted to respondents in the area of Bangalore in pan India level. Hence the result may vary to ethnicity. This majorly limitation on world wide perspective on ethnicity is another challenge (perception on different factors) so the researchers believe recommendation cannot be standardised in every industry or the geographical profiling .Although this analysis included with reference to IT industry But there could be differences or a few advancements due to dynamism of the industry during and post study timelines. The present study is the quantitative analysis due to the ease of access, interpretation scarcity of resources longitudinal constraints this is why it can be said that qualitative approach of the study may have deepened the perception, thus it can be said that alternative approach of research can gain a different insights on how. Impacts the consumers from fmcg sector.

REFERENCES

[1] N., Abidin, S., Mohd Norizan, N., & Zolkapli, N. (2022). The Importance of Employee Motivation and Job Satisfaction. International Journal of Accounting, Finance and Business, 7(42), 71–79. https://doi.org/10.55573/IJAFB.074209

[2] Jex, S. M., & Brett, T. W. (2008). Organizational Psychology : A Scientist-Practitioner Approach. John Wiley and Sons, New York. http://ci.nii.ac.jp/ncid/BA87047324

[3] Kamdron, T. (2015). Work Motivation: Relationships with Job Satisfaction, Locus of Control and Motivation Orientation. International Journal of Liberal Arts and Social Science, 3(6). https://ijlass.org/data/frontImages/gallery/Vol._3_No._6/13._125-148.pdf

[4] Maharjan, S. (2012). Association between Work Motivation and Job Satisfaction of College Teachers. Administration and Management Review, 24(2), 45–55. https://www.nepjol.info/index.php/AMR/article/view/7242

[5] Mitchell, T. R., & Daniels, D. (2003). Motivation. In W. C. Borman, D. R. Ilgen, & R. J. Klimoski (Eds.), Handbook of psychology: Industrial and organizational psychology, Vol. 12, pp. 225–254). John Wiley & Sons Inc.

[6] Motivation and Satisfaction of Software Engineers. (2020, February 1). IEEE Journals & Magazine | IEEE Xplore. https://ieeexplore.ieee.org/abstract/document/8370133/

[7] Olaojo, P. O., Oyeboade, J. A., & Gbotosho, A. (2017). Social Support, Work Motivation and Work Commitment of Library Personnel in Selected Private University Libraries in South-West, Nigeria. International Journal of Information Science and Management, 15, 55–78.

[8] Revenio Jalagat Jr. (2016) Job Performance, Job Satisfaction, and Motivation: A Critical Review of their Relationship International Journal of Advances in Management and Economics http://www.managementjournal.info/

[9] Riyanto, S., & Herlissha, N. (2020). Job Satisfaction Management, Work Motivation and Employee Engagement to Improve Employee Performance. International Journal of Business and Management Invention (IJBMI) ISSN, 9, 11–16. https://doi.org/10.35629/8028-0907031116

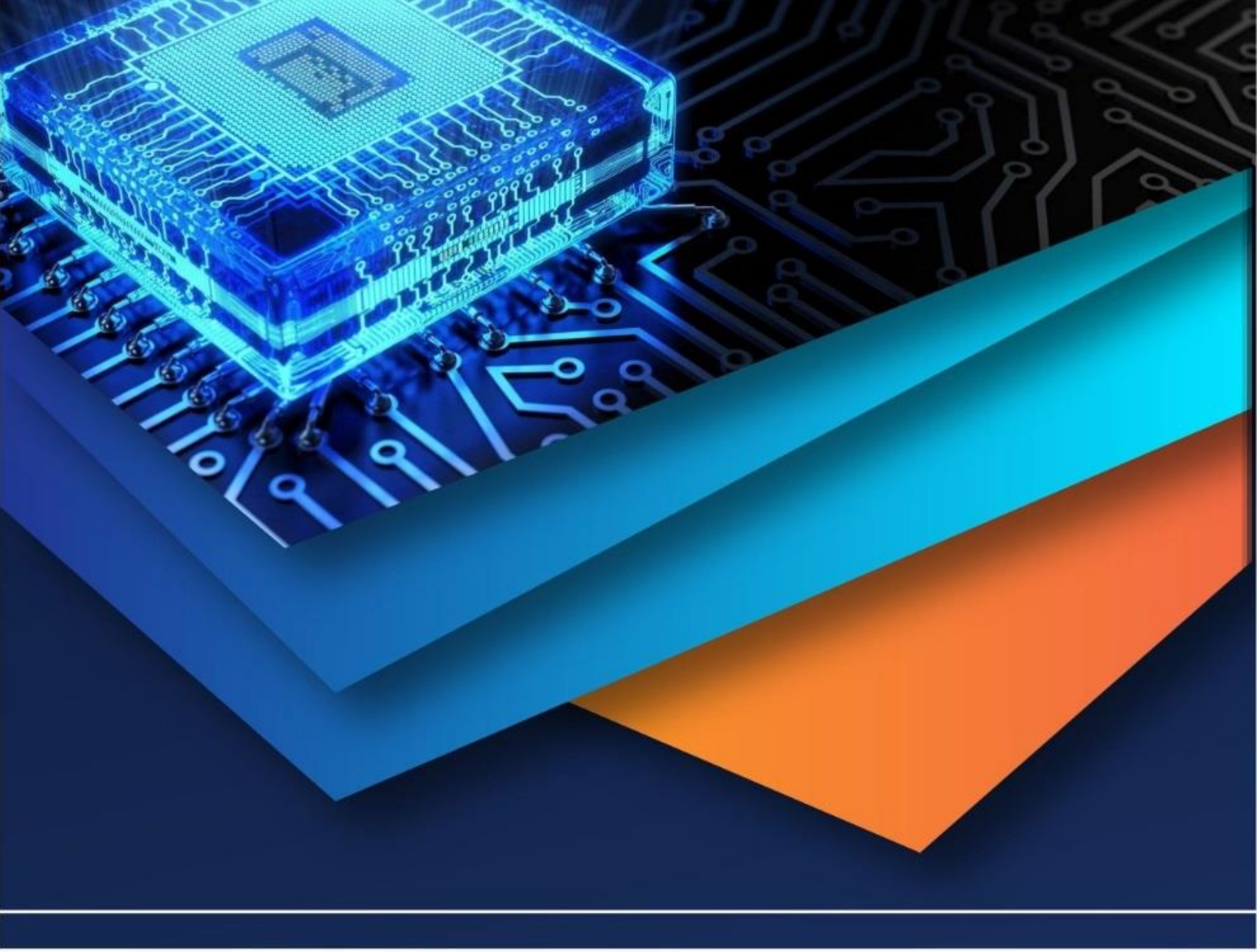
[10] Robbins, S. P., & Judge, T. A. (2014). Organizational Behavior (16th Edition) (16th ed.). Pearson. Setyo Riyanto, Endri Endri, & Novita Herlissha. (2021, August 20). Effect of work motivation and job satisfaction on employee performance: Mediating role of employee engagement. ResearchGate; unknown. https://www.researchgate.net/publication/354034008_Effect_of_work_motivation_and_job_satisfaction_on_employee_performance_Mediating_role_of_employee_engagement

[11] Spector, P. E. (1997). Job Satisfaction: Application, Assessment, Causes, and Consequences. Thousand Oaks, CA: SAGE. https://doi.org/10.4135/9781452231549

[12] Staw, B. M., Bell, N. E., & Clausen, J. A. (1986). The dispositional approach to job attitudes: A lifetime longitudinal test. Administrative Science Quarterly, 31(1), 56–77.

[13] Varma, C. (2018, December 16). IMPORTANCE OF EMPLOYEE MOTIVATION & JOB SATISFACTION FOR ORGANIZATIONAL PERFORMANCE. ResearchGate; unknown.
[14] https://www.researchgate.net/publication/329698335_IMPORTANCE_OF_EMPLOYEE_MOTIVAT ION_JOB_SATISFACTION_FOR_ORGANIZATIONAL_PERFORMANCE
[15] Wiley, C. (1997), "What motivates employees according to over 40 years of motivation surveys", International Journal of Manpower, Vol. 18 No. 3, pp. 263-280. https://doi.org/10.1108/01437729710169373

©IJRASET: All Rights are Reserved | SJ Impact Factor 7.538 | ISRA Journal Impact Factor 7.894 |



10.22214/IJRASET

45.98

IMPACT FACTOR: 7.129

IMPACT FACTOR: 7.429

INTERNATIONAL JOURNAL FOR RESEARCH

IN APPLIED SCIENCE & ENGINEERING TECHNOLOGY

Call : 08813907089 (24*7 Support on Whatsapp)