

JOB SATISFACTION AS A FACTOR THAT CAN ENHANCE MOTIVATION FOR EMPLOYEES

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Abstract: A crucial aspect of any successful organization is employee motivation - the level of enthusiasm, energy, commitment, and creativity that an employee brings to their role daily. It's the driving force that propels employees towards achieving their goals, which in turn contributes to the organization's overall success. This research paper explores the relationship between job satisfaction and employee motivation and by utilising both theoretical frameworks and empirical data, the study establishes a strong connection between these two concepts and further looks at several aspects of employment. For the study, we collected data using a cross-sectional questionnaire addressed in Bucharest, which we subsequently analysed and correlated with information from a variety of scientific existing literature and case studies to present the results. Descriptive and inferential statistical techniques were employed to identify and investigate relevant information to achieve its research objective. Based on the utilised analytical methods, it can be inferred the significance of job satisfaction in improving employee motivation, leading to higher productivity and better organizational outcomes. The conclusions of the analysis have practical applicability for organizations seeking to boost employee performance and engagement.

Keywords: workplace satisfaction, employee performance, motivation, organizational behaviour, human resources management

1 INTRODUCTION

Human Resource Management (HRM) is a comprehensive approach to the employment and development of people in an organization. It

can be seen as a philosophy about how people should be managed and is concerned with both improving organizational effectiveness through people and treating employees ethically.

Human Resource Management aims to optimize workforce productivity through effective leadership by managers and team leaders. This goal requires an examination of various factors that influence workplace behaviour, such as ability, intelligence, personality, attitudes, emotions, and emotional intelligence. (Armstrong & Taylor, 2014) Therefore, it is essential to understand the importance of HRM in optimizing workforce productivity and the various factors that impact workplace behaviour.

A focus preoccupation shared by all those involved in managing people is how to get the best out of them, which primarily rests on the shoulders of managers and team leaders who exercise effective leadership. However, HR specialists also play a critical role in creating a work environment that fosters high performance and in devising policies and practices that motivate employees to exceed expectations. To do this, managers and HR specialists need to consider the general factors that affect how people behave at work - namely, ability, intelligence, personality, attitudes, emotions, and emotional intelligence, but they should also be aware of the following more specific factors that influence behaviour and therefore performance: motivation, commitment, engagement.

Of the three constructs (a construct is a conceptual framework that explains how people perceive and react to their environment), motivation is a long-standing one that has been extensively researched and written about since the earlier part of the 20th century. Motivation theory has been used and is still used to inform decisions on how to get more effort and better performance from employees, for example, the use of performance-related pay. (Armstrong & Taylor, 2014)

A complete method of managing compensation within a company, the integrated method of compensation process considers several variables that affect employee motivation, including job satisfaction. (Stanciu, Bazele managementului, 2022) Job satisfaction is a vital component that can improve motivation at work. The model considers both objective and subjective aspects of compensation and recognizes that job satisfaction is influenced by a range of other factors presented in Figure 1, including work environment, job security and opportunities for development, which greatly impact employees' motivation. By connecting compensation with the factors that influence job satisfaction and motivation, organizations can improve the work environment and enhance employee engagement and performance. (Chenhall & Brownell, 1988)

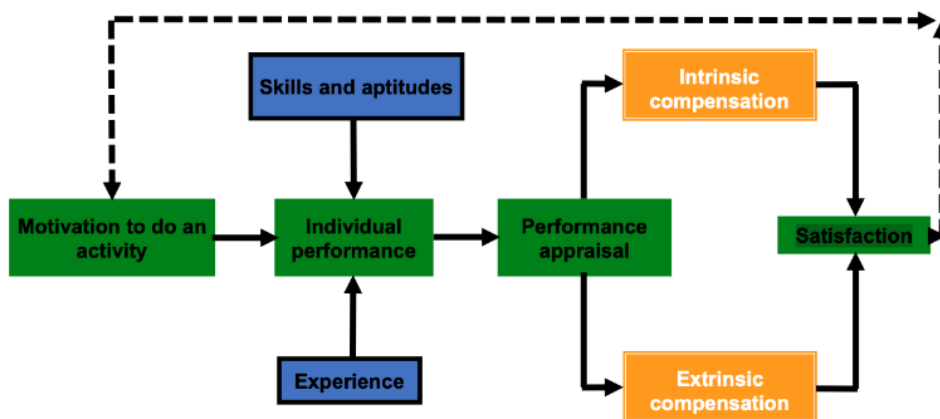


Figure 1. An integrated model of compensation process (Stanciu, Bazele managementului, 2022)

This study sheds light on the elements that influence employee motivation and satisfaction. The findings may help companies in identifying areas for improvement in their management methods, policies, and procedures. The objective of this research paper is to understand the relationship between job satisfaction and employee motivation which can aid in the development of a positive work environment that promotes employee well-being, productivity, and retention. Ultimately, this can lead to improved organizational performance and success. The research aims to test the following hypotheses:

H1: Job satisfaction and motivation are positively correlated, with higher levels of job satisfaction leading to higher levels of motivation.

H2: Employees who report higher levels of satisfaction with the level of communication and feedback provided by their supervisor will report significantly higher levels of motivation to improve their job performance based on the feedback offered by their supervisor.

H3: Employees who report higher levels of satisfaction with collaboration and teamwork with their colleagues will report significantly higher levels of motivation to make a meaningful contribution to the team's overall success in the work environment.

2 MOTIVATION

2.1 *Definition of motivation*

Motivation can be defined as the driving force that energizes and directs behaviour. Achieving high performance is often the result of well-motivated individuals who are willing to exert discretionary effort and even exceed predetermined job expectations. The concept of motivation can encompass a range of factors, including the goals individuals pursue and how they choose and modify their behaviour. According to Locke and Latham (2004), the concept of motivation refers to both 'internal

factors that impel action and to external factors that can act as inducements to action'. (Locke & Latham, 2004)

Although motivation is a complex process that varies across employees due to the high complexity of human individuals, Arnold et al. (1991) have identified three key components of motivation: direction (what a person is trying to do), effort (how hard a person is trying), and persistence (how long a person keeps on trying). (Arnold, Coyne, Randall, & Petterson, 1991).

Well-motivated individuals tend to exhibit positive discretionary behaviour, demonstrating their willingness to expend effort. While some individuals have it more straightforward and may be intrinsically motivated, additional sources of motivation such as *job satisfaction*, effective leadership, and recognition and rewards can further enhance individuals' motivation, make the best use of their abilities, and promote optimal performance.

2.2 *Types of motivation*

Motivation can be categorized into two broad types, each of which has numerous theories that describe how they function.

Intrinsic motivation involves individuals feeling that their work is meaningful, engaging, and challenging and that it provides them with a sense of autonomy (freedom to act), opportunities for growth and advancement, and a chance to use and hone their skills and abilities. In other words, intrinsic motivation arises within a person and is not driven by external incentives. According to Deci and Ryan, intrinsic motivation is linked to individuals' need to feel competent and self-determining. (Deci & Ryan, 1985)

On the other hand, extrinsic motivation occurs when external rewards or punishments are used to encourage people. These external motivators include incentives, bonuses,

promotions, praise, disciplinary action, criticism, or withholding pay.

While extrinsic motivators can produce immediate and potent results, they may not be sustainable in the long term. In contrast, intrinsic motivators are embedded in individuals and their work and have a more profound and long-lasting impact on their motivation and job satisfaction. (Armstrong & Taylor, 2014) The concept of 'quality of working life' which emerged from intrinsic motivation, highlights the importance of intrinsic motivators in sustaining employee motivation and engagement.

2.3 Theories of motivation

The earliest understanding of human motivation centred around the Greek philosophers' principle of hedonism - the pursuit of pleasure and avoidance of pain. This concept was developed further by thinkers such as John Locke and Jeremy Bentham in the 17th and 18th centuries. In the early 20th century, scientific management contributed to developing the motivation theory through instrumentality theory (the most effective tools for moulding behaviour are rewards and punishments). In the middle years of that century, behavioural scientists developed the "content" or "needs" theory of motivation, which was later followed by process theories such as expectancy theory that emerged in the 1960s and 70s, building on earlier work in reinforcement theory. (Armstrong & Taylor, 2014)

2.3.1 Content theories

2.3.1.1 Abraham Maslow's Hierarchy of Needs

The hierarchy of needs hypothesis developed by Abraham Maslow emphasizes the essence of motivation in the form of needs. This concept is founded on the idea that an unfulfilled need leads to tension and instability.

Maslow proposed this theory in his book "A Theory of Human Motivation," which is based on two assumptions: each person's needs are determined by what he or she already has, and a previously met need can no longer influence his or her conduct. Furthermore, wants are placed in a hierarchy of priority, where once one is satisfied, another appears and must be met. (Stanciu, Bazele managementului, 2022)

2.3.1.2 ERG theory (Alderfer)

Clayton Alderfer's ERG theory, proposed in 1972, simplifies the theory of needs into three primary categories:

- existence needs, which include physiological needs such as hunger and thirst.
- relatedness needs, which recognizes the importance of social interactions and transactions for individuals to feel accepted, understood, confirmed, and influenced.
- growth needs, which are the most crucial needs that involve individuals seeking opportunities to fulfil their potential and become the best version of themselves.

Unlike Maslow's hierarchy of needs, Alderfer's theory allows for the possibility of multiple needs being activated simultaneously, and regression from higher-level needs to lower-level needs in case the higher-level needs are not met. (Stanciu, Bazele managementului, 2022)

2.3.1.3 Herzberg's two-factor model

Frederick Herzberg's two-factor model of motivation (1957, 1966) is based on a study of 200 engineers and accountants. It identifies two categories of factors that impact job satisfaction and dissatisfaction.

The job content-based factors, also known as "satisfiers," are intrinsic motivators which result in high job satisfaction and motivation levels upon their fulfilment, while their absence

does not generate significant dissatisfaction. "Motivation by the work itself" is the expression used by Herzberg to summarize this phenomenon. (Armstrong & Taylor, 2014)

Hygiene factors pertain to job contextual aspects, encompassing factors like remuneration and work conditions. On their own, hygiene factors neither motivate nor satisfy, rather they function to avert job dissatisfaction while having a minimal impact on affirmative job attitudes. Although pay is not a

satisfier, its insufficiency or inequity can elicit dissatisfaction. However, its presence does not bring long-term satisfaction. (Stanciu, Bazele managementului, 2022) Figure 2 illustrates significant parallels between the three hypotheses, indicating that Herzberg's theory complements Maslow's theory by distinguishing between the two types of elements and emphasizing that motivating factors are often inherent in the task itself.

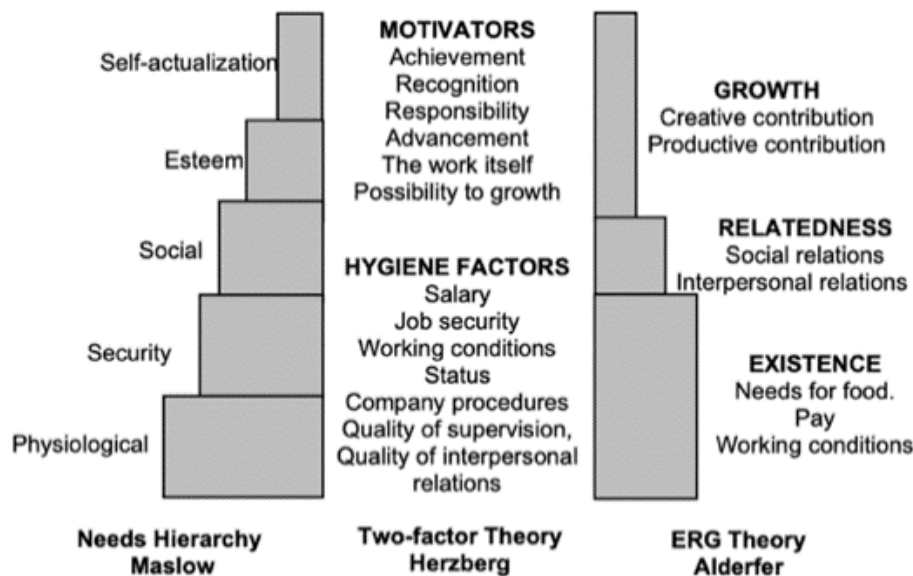


Figure 2. Comparison between Maslow, Alderfer and Herzberg approaches (Stanciu, Bazele managementului, 2022)

2.3.2 Process theories

2.3.2.1 Equity Theory

The theory developed by Adams (1963) appears to be one of the most relevant for an understanding of employee motivation. It has served as the foundation for a substantial body of research focused on evaluating its many hypotheses, in addition, wage and pay administration has paid close attention to it.

The motivational theory called equity theory explains how people assess and judge fairness

in social exchanges. It is predicated on the premise that people seek fairness in their interactions with others and that they will assess whether they are being treated fairly by comparing their inputs such as effort, abilities, education, and experience and outcomes such as salary, incentives, and recognition to those of the other employees.

According to equity theory, employees may compare their input-output ratios to those of their peers in the workplace. Employees are more likely to be pleased with their jobs and

drive to work hard if they believe they are being treated fairly when compared with their co-peers. (Stanciu, Bazele managementului, 2022)

There are several ways in which satisfaction enhances employee motivation in the context of equity theory:

- Increased effort: Employees are more likely to perform their job with more effort when they believe that their work is being adequately acknowledged and compensated. Therefore, they may work more and produce better due to recognition and adequate rewards.
- Positivity: Workers who are happy in their positions are more likely to be enthusiastic about their work and the company. This optimistic outlook may lead to increased involvement, dedication, and excitement for their work resulting in more driven employees.
- Reduced turnover: Rates of turnover can also be decreased by job satisfaction. Employees who are happy and satisfied with their jobs are less inclined to leave them, which lowers the expenses of employee turnover and the need to hire new staff.
- Higher performance: Workers are more likely to feel valued and respected by their company when they believe they are receiving the same treatment as any other employee. They are motivated to keep making contributions to the success of the business, which can boost their performance. (Abdelghafour & Faisal Nayef Al-Madi, 2012)

2.3.2.2 Goal-setting theory

Goal-setting theory was developed by the American psychologist Edwin A. Locke. With the publication of his article Toward a Theory of Task Motivation and Incentives in 1968, Locke established the theory's foundation. (Lunenburg, 2011)

The theory is an organizational psychology theory and states that goals that are distinct, precise, and difficult are more motivating than goals that are general or simple. Goal-setting offers additional psychological benefits because the employee sets some of the criteria for what defines self-satisfaction and performance. Employee involvement in determining the company's future results in motivation, which is a predictor of employee engagement and organizational effectiveness. (Shoaib & Kohli, 2017) The research suggests that performance has a more impact when goals are both challenging and clearly defined. Figure 3 shows an abstract representation of goal-setting theory.

In the context of job satisfaction, goal-setting theory suggests that employees who are satisfied with their jobs are more likely to be motivated for achieving their goals. Goal-setting procedures showed that the right people under the right circumstances can have considerable motivational potential. (Miner, 2005) This theory emphasizes mainly the importance of feedback, collaboration and cooperation among employees and the employee's well-being and mental health.

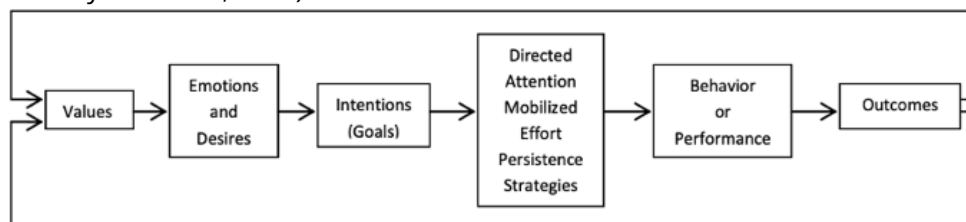


Figure 3. The general model of goal-setting theory. (Lunenburg, 2011)

2.3.2.3 Expectancy Theory

Victor Vroom introduced the expectancy theory in 1964. It is a motivation theory that proposes three fundamental factors of motivation: expectancy, instrumentality, and valence. According to this theory, an individual's motivation to engage in a given activity is determined by their perception that the behaviour will result in specific consequences, as well as the worth of those outcomes to the individual. (Vroom, 1964)

The first determinant is an *expectancy* that individual effort will lead to performance. This indicates that people are more likely to engage in a task if they believe their efforts will generate the intended result. The second determinant, *instrumentality*, represents the assumption that obtaining a certain level of performance would result in certain rewards or outcomes. It refers to the idea that there is a direct link between performance and results. Individuals are more driven to excel when they believe their efforts will be rewarded. The third factor, *valence*, is a person's desire for specific types of rewards or outcomes. It refers to how much a person values a specific outcome or reward. Different people may place different values on different rewards. (Armstrong & Taylor, 2014)

This model states that motivation is greatest when all three components are positive and as close to one as possible and is defined by the equation:

$$M = E * I * V \quad (1)$$

Where:

- M = motivation
- E = expectation
- I = instrumentality
- V = valence

According to expectancy theory, managers can improve motivation by performing a variety of actions. First, they should establish which rewards their subordinates prefer, as well as

what types of rewards or outcomes they value the most. Second, they should define, explain, and clarify performance objectives, setting clear and realistic goals for individuals to comprehend the work required to accomplish them. Third, they should create attainable goals rather than unachievable ones, which can lead to frustration, confusion, and low motivation. Fourth, they should associate incentives with goals, which can boost motivation. Expectancy theory has important implications for human resource management, implying that HRM practices that promote motivation and commitment can improve employee performance and, as a result, contribute to organizational success.

3 JOB SATISFACTION

Job satisfaction is a crucial factor that influences employee motivation. When employees are satisfied with their job, they are more likely to be motivated to perform at a higher level, be more committed to their organization, and have a lower turnover rate. Additionally, research has consistently shown a positive correlation between job satisfaction and motivation, which can have a significant impact on the productivity and overall success of an organization.

3.1 Definition of job satisfaction

The formal concept of job satisfaction dates to Hanna and Fisher's study from 1931. They defined job satisfaction as an outcome of a non-regulatory mood tendency based on a substantial amount of case studies. (Zhu, 2013) Mainly, job satisfaction refers to the degree to which the feeling of satisfaction derives from the employees' perception of their tasks and jobs. In some simple words, job satisfaction combines feelings, beliefs, and behavioural intentions that workers hold about their current job. (Huang, 2019) It refers to an individual's overall level of contentment and happiness with their job and

work environment. It can be seen as a subjective feeling that is influenced by a variety of factors.

3.2 Theories of job satisfaction

3.2.1 Two-factor theory

One of the most important goals of an organization is to maximize employee performance to accomplish those goals. (Butler & Rose, 2011) The level of job satisfaction in the organization may be influenced by a variety of features, including attitudes toward salary, peers and supervisors, career opportunities and the intrinsic components of the job. As a result, rather than being only an overall holistic attitudinal manifestation, job satisfaction is a measurement of job and work expectations. (Dugguh & Ayaga, 2014)

Herzberg's (1959) theory, which focused on the motivator-hygiene aspects, was one of the content theories of motivation that attempted to explain motivation and satisfaction in the workplace. The theory focuses on how contentment and discontent manifest themselves. The theory also showed that while some factors of a job contribute to job satisfaction and, consequently, motivation, other aspects contribute to job dissatisfaction. As stated by Herzberg, there is a difference between the factors that lead to satisfaction or dissatisfaction. Accordingly, he states that 'the opposite of job satisfaction is not job dissatisfaction but, rather, no satisfaction; and the opposite of job dissatisfaction is not job satisfaction but no satisfaction'. (Herzberg, 1968)

Based on this hypothesis, motivation and hygiene are two distinct aspects that affect both job satisfaction and dissatisfaction. The elements of a job that motivate employees and give them satisfaction are known as motivational factors. (Dugguh & Ayaga, 2014)

The following factors stand out as 'strong determinants of job satisfaction:

- Recognition means a reward or special treatment given to a worker for his

performance or outstanding behaviour. In every organization, each employee wants to be acknowledged for their accomplishments. It shouldn't need for a person to have extraordinarily significant success to receive recognition but to be acknowledged as soon as they do something good in their work.

- An achievement that requires assistance and putting employees that make the most of their skills. It is possible by establishing clear and realistic goals and standards. Employees should feel that they are challenged enough in their profession to receive regular feedback.
- Responsibility means being aware that they should take responsibility for their actions. A way to achieve this kind of behaviour is by providing tough and important tasks so that employees receive the opportunity to increase their responsibility as they progress professionally. (Sypatak, 1999)

3.2.2 Job characteristics theory

The Job Characteristic Theory is a motivational theory developed by Hackman and Oldham in the 1970s. The theory revolves around the effects that job design can have on employee motivation, satisfaction, and not least performance. It has five essential job characteristics that can impact the employees' psychological well-being such as skill variety, task identity, task relevance, autonomy, and feedback. (Dugguh S. , 2008) The theory also sustains that job enrichment can boost their motivation and increase their feelings of job satisfaction. It offers insights into how businesses might create positions that will improve productivity and satisfaction at work. (Hellriengel, 1999)

A Motivating Potential Score (MPS) - an index of how likely a job is to affect an

employee's attitudes and behaviours - can be calculated using the formula: (Hackman, 1976)=

$$\frac{SV+TI+TS}{3} * AU * FB \quad (2)$$

Where:

- MPS = Motivator Potential Score
- SV = Skill Variety
- TI = Task Identity
- TS = Task Significance
- AU = Autonomy
- FB = Feedback

The formula explains that jobs which are high in motivating potential must be also high on

at least one of three factors (SV, TI, TS) that lead to experienced meaningfulness, and also must be high on both autonomy and feedback.

3.3 Factors affecting job satisfaction

Several variables, including the nature of the work, pay, prospects for advancement, management, work groups, and working environment, have a great impact on job satisfaction.

A somewhat different approach regarding the factors of job satisfaction is provided by Rue and Byars, Figure 4. (Aziri, 2011)

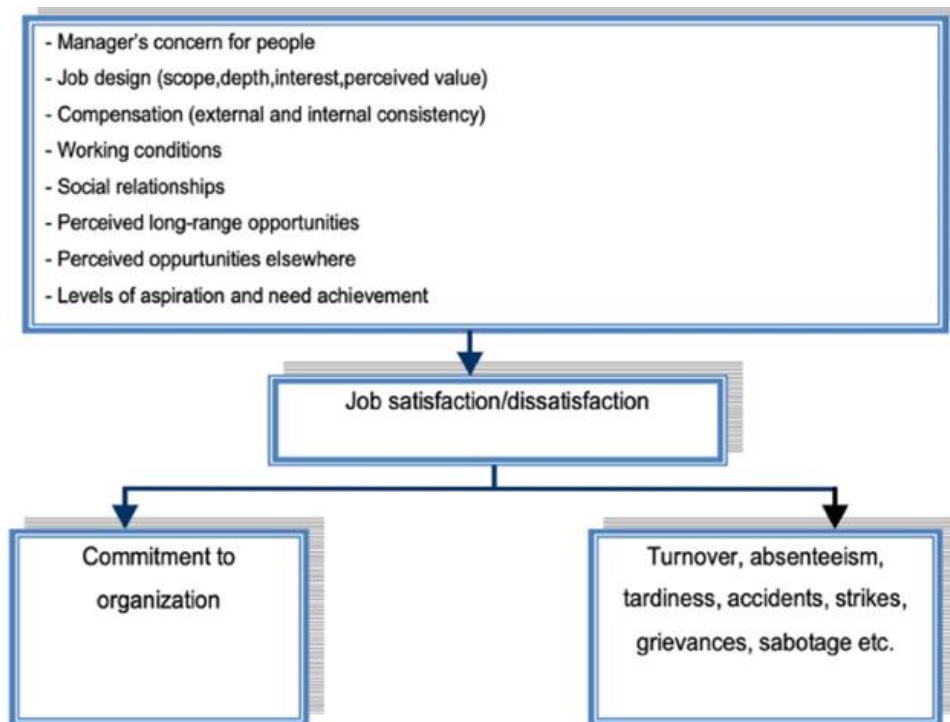


Figure 4. Determinants of satisfaction and dissatisfaction (Aziri, 2011)

Some of the factors that significantly influence the level of job satisfaction and dissatisfaction are:

- The intrinsic motivating factors. The five dimensions of employment outlined by Hackman and Oldham (1974), skill variety, task identity, task significance,

autonomy, and feedback, are particularly relevant to these in terms of job content.

- The quality of supervision. The Hawthorne studies (Roethlisberger and Dixon, 1939) led to the conclusion that employee attitudes are most strongly

influenced by supervision. According to Elton Mayo (1933), a man's desire to work continuously with his peers is a strong, if not the strongest human characteristic.

- Success or failure. Success undoubtedly brings happiness, especially if it allows people to demonstrate to themselves that they are making the most of their abilities. Failure has the opposite effect. (Armstrong & Taylor, 2014)

Value-percept theory argues that „job satisfaction depends on whether the employee perceives that his or her job supplies the things that he or she values“. (LePine, Wesson, & Colquitt, 2008)

Understanding these factors and improving them continuously will lead to greater job satisfaction and increased employee productivity and loyalty. Employers that prioritize these factors and their importance can create a positive workplace culture that is beneficial both to employees and the organization.

4 STUDY ON THE RELATIONSHIP BETWEEN JOB SATISFACTION AND MOTIVATION

4.1 Research methodology

We used a rigorous and multidimensional strategy to determine the amount to which job satisfaction influences employee motivation, which was the major goal of this study. We did a thorough examination of relevant academic literature, critically assessed relevant theories and approaches, and used quantitative and qualitative tools to examine data from a questionnaire survey. The survey was formulated in Romanian to facilitate gathering a larger number of responses. It was conducted online using Google Forms and had a sample of 150 people, and it attempted to ascertain the job satisfaction levels of employed Bucharest

residents aged 18 to 65 and beyond. The survey's main goal was to find out how satisfied participants were with their work and to look into the relationship between job satisfaction and overall levels of motivation.

In terms of structural design, the survey primarily utilized Likert-type scale questions since they were the most relevant for our purpose and they turned out to be very efficient for both the respondent and the researcher, as the responses can be easily codified and interpreted. This type of question presented participants with a range of satisfaction/motivation levels, from "very dissatisfied/unmotivated" to "extremely satisfied/motivated," thus enabling respondents to provide a precise assessment of their perceptions. The scale's discrete response options facilitated a straightforward quantitative analysis of the resulting data. Although participants were not granted complete freedom to craft their responses, the inclusion of intermediate response options permitted them to position themselves within the specified range of satisfaction/motivation levels with ease. Overall, this format enabled respondents to provide relatively accurate and interpretable responses, while also facilitating data analysis and the drawing of conclusions.

The survey was designed in such a way as to optimize speed and comprehensibility, as we deemed lengthy and convoluted responses to be both monotonous and time-consuming. The resulting responses yielded both quantitative and qualitative data, affording valuable insights into the research topic at hand. To analyze the survey responses, we utilized graphical and tabular representations that were automatically generated by Google Forms or manually created using MS Office Excel. To further examine the correlation between job satisfaction and employee motivation, we used statistical tools available within MS Office Excel.

We aimed to provide useful insights into the intricate and multifaceted interplay between job

satisfaction and employee motivation, to improve future research and practice in this area.

4.2 Research results

4.2.1 Demographic questions

4.2.1.1 How long have you been working in your present organization? What is your current position within the company?

Based on the responses gathered we can see that only 9,3% of respondents occupy a management position and that 22% of respondents have been working in the same organization for more than 10 years. However, when we look at the distribution of management positions, we find that 12,7% of respondents work as department managers, 5,3% as division directors, 7,3% as general directors and the remaining 4,1% hold other job positions. Therefore, it is evident that a higher proportion of respondents with longer work experience may have senior management roles, while a bigger proportion of more recent employees may have non-management positions. The company's promotion procedures, the knowledge and abilities of employees who have worked there for a longer period, or the organisational culture of the business could all be contributing reasons to this correlation.

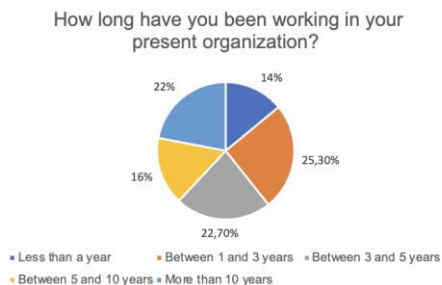


Figure 5. How long have you been working in your present organization?

What is your current position within the company?

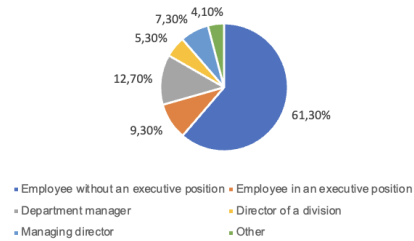


Figure 6. What is your current position within the company?

4.2.1.2 What is your level of education?

A considerable number (27,3%) of respondents hold a high school or professional school degree, whereas most of the responders (39,3%) have a bachelor's degree. A significant percentage of people have a master's degree (23,3%), while just a small proportion have a PhD (6,7%) or other kinds of degrees (3,4%). These responses imply that the company values education to varying degrees, with its primary focus on employing people with at least a bachelor's degree.

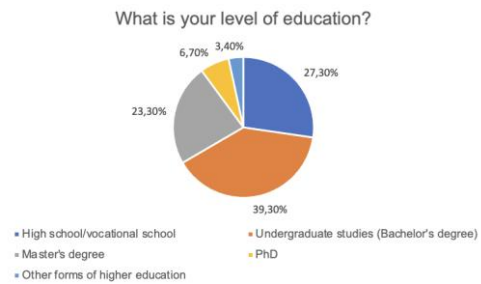


Figure 7. What is your level of education?

4.2.1.3 What is your age? What is your gender?

A large percentage of responders, 58,7%, are between the ages of 25 and 44 (35,7% ages between 25-34 years old and 24% ages between 35-44 years old), indicating a relatively young workforce. The percentage of responders with ages between 45-54, 16,7%, indicates that the company is more prone to hire or keep experienced personnel. The small number of

responders the age of 55 or older raises the possibility that there may not be many employees in their final years of employment within the organisations. The majority of the responses with 51,3% are female respondents, while only 48,7% are male respondents. It is interesting to observe there are no high differences in the number of women and men working.

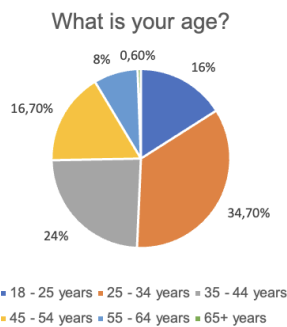


Figure 8. What is your age?

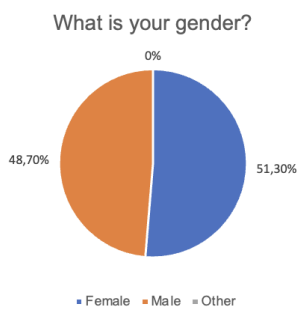


Figure 9. What is your gender?

4.2.2 Satisfaction and Motivation questions

4.2.2.1 On a scale of 1 to 5, how satisfied are you with your current job? On a scale of 1 to 5, how motivated are you to achieve excellence in your job?

The objective of including the aforementioned questions in each section is to obtain a comprehensive understanding of the general level of job satisfaction and motivation to perform well among respondents. It appears

that both job satisfaction and motivation towards excellence at the workplace are relatively high, with an average score of approximately 3,92 out of 5. The Pearson correlation coefficient between job satisfaction and employee motivation was found to be 0,698, indicating a strong positive correlation between the two variables. This suggests that employees are generally content with their current roles and the work environment and are commonly driven to perform at high levels and achieve excellence in their work. According to Figure 10, it can be observed that most individuals who report high levels of satisfaction record high degrees of motivation as well, while the few who are unsatisfied with the workplace are usually as unmotivated to excel. This sustains the hypothesis that motivation can be influenced by satisfaction. Additionally, these questions serve to anticipate the questionnaire's user-friendly format and encourage people to continue completing it.

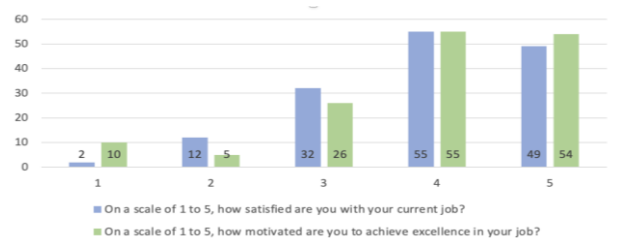


Figure 10. Question 1 for both satisfaction and motivation segments of the survey

4.2.2.2 How satisfied are you with the level of recognition and appreciation you receive for your work? How motivated are you to exceed the expectations set forth by your role?

The purpose of this set of questions is to gather data and insights into employees' perceptions of their job satisfaction and motivation levels. Through these questions, we can gain a better understanding of the factors that contribute to employee job satisfaction,

respectively motivation. Most respondents appear to be generally content with the degree of recognition and appreciation they receive for their work, based on the average score of approximately 3,9 out of 5 and the correlation coefficient which is 0,624. They acknowledge appreciation and recognition of their effort from colleagues, which is crucial for motivating them to exceed the expectations set forth by their role while feeling driven and engaged at work.

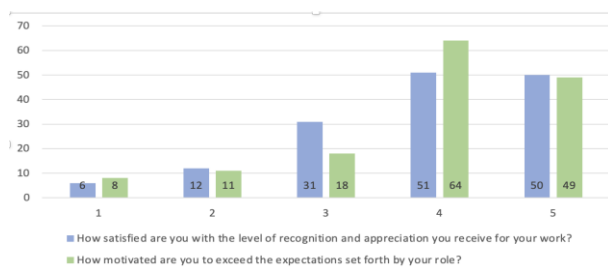


Figure 11. Question 2 for both satisfaction and motivation segments of the survey

4.2.2.3 To what extent are you satisfied with the level of work-life balance provided by your employer? To what extent are you motivated to work towards your personal and professional goals?

These questions have the target of gaining a deeper understanding of the elements that affect goal achievement, work-life balance, and employee motivation. Work-life balance is a crucial element that affects employee job satisfaction and consequently motivation. Employees who can successfully balance their personal and professional lives tend to be more productive.

According to the average rating of 3,7 out of 5 for the first question, employees may believe that they don't have a balanced life and that their employer could be doing more to meet their requirements outside of the office. On the other hand, most of the respondents appear to be quite motivated to work towards their personal and professional goals, based on the average

score of 4,2 out of 5 on the second question. Pearson's correlation coefficient for this data set was 0,541. It implies that workers are motivated to succeed and accomplish their objectives, indicating that indeed job satisfaction can result in high motivation.

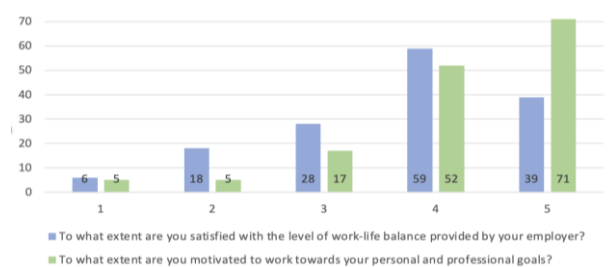


Figure 12. Question 3 for both satisfaction and motivation segments of the survey

4.2.2.4 To what extent are you satisfied with the level of collaboration and teamwork with your colleagues? To what extent are you motivated to make a meaningful contribution to the team's overall success in the work environment?

This set of questions seeks to better understand the elements of collaboration, teamwork, and contribution to the team's performance that affect employee motivation and job satisfaction, which could result in a more effective workforce and, ultimately, greater success for the company. Given the average score of the first question is 3,9 out of 5, it can be concluded that the respondents are generally pleased with the current level of teamwork, while thinking there may be room for improvement in terms of collaboration and teamwork within the organization. The second question, on the other hand, with an average score of 4,1 out of 5 indicates that most respondents are very driven to significantly contribute to the team's overall performance. For these questions, the correlation coefficient was 0,618. This suggests that staff members are driven to cooperate to contribute to the team's

success when they are feeling satisfied with their job.

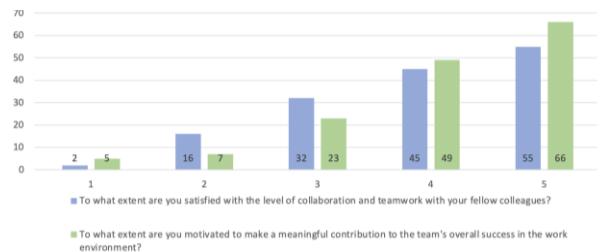


Figure 13. Question 4 for both satisfaction and motivation segments of the survey

4.2.2.5 To what extent are you content with the potential for professional growth and development within your current role? How frequently do you experience a sense of motivation to acquire new knowledge concerning your work?

These inquiries are intended to assess a worker’s level of job satisfaction, their potential for professional development within the position, and their drive to learn new skills linked to their line of work. They are supposed to shed light on potential motivators to job satisfaction as well as pinpoint opportunities for improvement within firms by improving employee engagement.

For this data set, the coefficient of correlation was calculated to be 0,623. With an approximately average score of 3,7 out of 5, the first question shows that respondents are relatively pleased with the opportunity for advancement in their current position, however, there may be space for improvement. The average response for the second question, 4,1 out of 5, indicates that respondents are motivated to learn and pick up new skills. This is encouraging since individuals who are driven to learn and increase their knowledge are more likely to be effective at work.

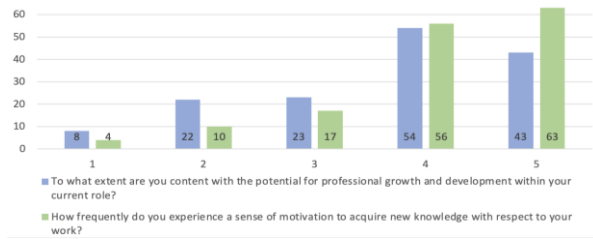


Figure 14. Question 5 for both satisfaction and motivation segments of the survey

4.2.2.6 How often do you feel satisfied with the level of autonomy and decision-making authority you have within your role? How driven are you to undertake your designated work tasks and responsibilities?

With the help of these questions, we were able to learn more about how motivated employees are to carry out their assigned tasks and obligations as well as how they feel about their level of autonomy and decision-making authority in their roles. Pearson’s coefficient in this case was 0,616.

Employees’ perceptions of their level of autonomy and decision-making authority within their roles are evaluated in the first question, and this might have an impact on how satisfied and motivated they are at work. The relatively moderate score, 3,75 out of 5, suggests that there might be a need for adjustment in this area. The second question evaluates how motivated personnel are to perform their designated work tasks. The respondents appear to be typically motivated, with an average score of 4,1 out of 5, to complete their work, which may increase job satisfaction and respectively employee motivation.

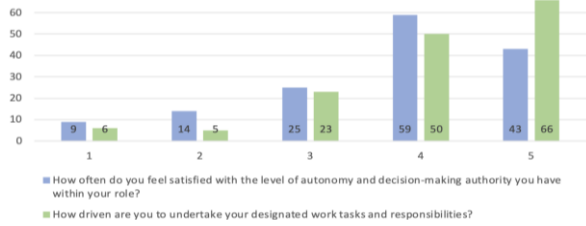


Figure 15. Question 6 for both satisfaction and motivation segments of the survey

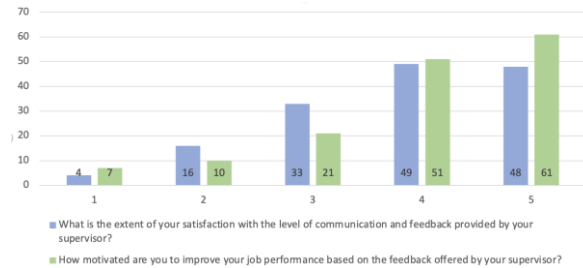


Figure 16. Question 7 for both satisfaction and motivation segments of the survey

4.2.2.7 What is the extent of your satisfaction with the level of communication and feedback provided by your supervisor? How motivated are you to improve your job performance based on the feedback offered by your supervisor?

This set of questions had two purposes: to better understand how feedback and effective communication can increase job satisfaction and motivation, as well as to identify areas where the supervisor-employee relationship needs to improve.

In general, employees are somewhat satisfied with the communication and feedback they receive from their supervisors, according to the average score of 3,8 out of 5 on the first question, but this doesn't mean that there is no room for improvement. On the other hand, the second question's average score of 4 out of 5 indicates that workers are driven to enhance their job performance in response to feedback from their superiors. The similar averages are a positive sign since it demonstrates that employee value criticism and are prepared to work to raise their level of performance, which is also supported by the value of 0,731 of the Person's correlation coefficient.

Based on the results of the survey, there is a clear correlation between job satisfaction and motivation in the workplace. The data collected suggests that employees who are satisfied with their jobs tend to be more motivated to achieve excellence and contribute to the success of the team. Conversely, those who are dissatisfied with their jobs tend to be less motivated. The findings are supported by the values of Pearson's correlation coefficient calculated using Excel, which is greater than 0.5 in all cases and indicates a strong positive relationship between the variables for each set of questions. Therefore, companies need to focus on increasing employee satisfaction by offering opportunities for professional growth and development, providing recognition and appreciation, and promoting work-life balance, among other things. This can result in a more motivated and engaged workforce, which can ultimately lead to greater productivity and success for the company.

5 PROPOSALS AND DISCUSSIONS

Despite the advantages of employee satisfaction surveys, there are some limitations to be aware of. The uncertainty involved with sampling is a significant disadvantage. Natural variation across any two samples will always exist due to variations within the individual units that comprise the samples. If the sample being studied is not truly representative of the population, such as only people from a specific social, educational, or geographic group, the

results might not accurately represent the overall population. Furthermore, the questionnaire's topic can influence participants' emotional responses, potentially influencing their responses. Researchers can utilize a variety of more complex and precise IT systems to ensure more reliable outcomes.

In terms of practical contributions, practitioners can use the findings and theories as guidance to increase the effectiveness of employee motivation administration. Job satisfaction should be utilized as a tool to help employees maximize their potential and talents. For example, the organization could provide employees more freedom to choose their own goals and success criteria, which can lead to higher job satisfaction. It is also recommended that the organization provide employees with unambiguous goals and support them in developing a variety of skills and knowledge to successfully and efficiently complete assigned tasks. Supervisors should use suitable tactics to improve their subordinates' job satisfaction, such as open communication, feedback, and trusting relationships.

The paper's findings back up existing studies that demonstrate a positive connection between employee satisfaction and motivation. While there are some limitations associated with these questionnaires, they are still valuable tools for organizations looking to improve employee motivation and job satisfaction. Companies can create a more positive work environment by addressing any issues discovered in these surveys, leading to higher employee motivation and better business outcomes. A positive work environment can foster a sense of community and belonging among employees, which can boost their motivation and engagement. Motivated employees are more likely to be committed to their work, take initiative, and strive for excellence, all of which can contribute to the organization's success.

6 CONCLUSIONS

The research emphasizes how critical job satisfaction is to enhance employee motivation, which consequently improves organizational outcomes. It can be observed that various dimensions of employee motivation, such as job performance, job involvement and job commitment are influenced by job satisfaction.

The study's findings provide practical insights for organizations seeking to improve their employees' motivation levels and overall performance and confirm the predetermined hypotheses. Employee satisfaction should be a top priority for managers, who should implement strategies for supporting work-life balance, offer compensation and benefits and encourage a friendly and supportive workplace. To improve employee motivation and engagement, organizations can also provide possibilities for employees to develop, such as training programs and opportunities for advancement in their careers.

The conclusions are supported by the cross-sectional questionnaire carried out in Bucharest and the empirical data acquired through the research analysis. We were able to demonstrate a strong connection between job satisfaction and employee motivation by correlating this data with existing research and case studies.

Overall, our study highlights the importance of job satisfaction in enhancing employee motivation as well as improving organisational outcomes. By implementing policies that focus on employee satisfaction and growth, organizations can create a more engaged and effective workforce, leading to increased success and development.

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