

Motivation and Job Satisfaction Can Affect Working Environment of an Organisation: A Study of Private Engineering Colleges of Jabalpur

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Abstract: *The purpose of this paper is to identify the factors that effects employee motivation and examine the relationship between working environment and employee motivation. The workplace environments can impacts employee morale, teaching performance and engagement - both positively and negatively. The work place environment for academicians in a majority of private engineering colleges of Jabalpur is unsatisfactory and inferior. It was also found that most of the academic staffs are not satisfy with their present salary status as well as their working environment which affect the institutional motivation. It is recommended that academicians of private engineering college of Jabalpur must give salary as per AICTE and higher education ministry of Madhya Pradesh norms. Authorities and the government should pay increasing attention to the motivation of academic staff in order to boost their job performance and satisfaction thereby enhancing high efficiency.*

Keywords: *Motivation, Job Satisfaction, Working Environment.*

1. INTRODUCTION

Motivation is a set of process that pushes a person towards a goal. Thus, motivated behaviors are voluntary choices controlled by the individual, but it is supervisors and administrators who influence the factors that motivate employee to higher level of performance. Motivation is a basic psychological process. A recent data-based comprehensive analysis concluded that competitiveness problems appear to be largely motivational in nature (Miner, Ebrahimi, and Wachtel, 1995). Along with perception, personality, attitudes, and learning, motivation is a very important element of behavior. Nevertheless, motivation is not the only explanation of behavior. It interacts with and acts in conjunction with other cognitive processes. Motivating is the management process of influencing behavior based on the knowledge of what make people tick (Luthans, 1998).

Luthans (1998) asserts that motivation is the process that arouses, energizes, directs, and sustains behaviour and performance. That is, it is the process of stimulating people to action and to achieve a desired task. One way of stimulating people is to employ effective motivation, which makes workers more satisfied with and committed to their jobs. Money is not the only motivator. There are other incentives which can also serve as motivators.

It is the universally recognized that most interventions to improve access to quality performance will not be successful unless academic staffs are adequately motivated. It is generally accepted that the competence and commitment of academic staffs are two of the most important determinants of learning outcomes. There are many factors that affect learning outcomes, teaching is the main institution level deter of Institute performance. Thus, ways to increase academic staff motivation and capabilities are central to any systematic attempt to improve learning outcomes. Hence the current study has been designed to examine the motivational and de motivational factors affecting the academic staff in private colleges of Jabalpur. The study will focus on the identification of key factors of motivation and de motivational among private academic institution in Jabalpur. It is hoped that it may guide policy makers to improve the motivational level of academic staff in Jabalpur by eliminating the de motivational factors, and thus pave the way to quality working environment.

1.1. Statement of Problem

One main problem facing academic staff of private professional colleges of Jabalpur, today seems to be lack of job satisfaction and motivation. It is widely believed that a worker who is well motivated and satisfied with his or her job is likely to perform his or her duties very efficiently. The biggest challenge for private higher educational institute is to get the work done through their academicians willingly and efficiently. Many problems facing the private higher education institute academic staff of Jabalpur district today seems to be lack of job satisfaction and motivation. It is widely believed that a worker who is well motivated and satisfied with his or her job is likely to perform his or her duties very efficiently. The duties of academic staff are quite enormous. Attitude of academic staff is affected by workforce conditions such as a positive and safe work environment, promotion, career progression, salary, team work, and the job itself. Also, when university authorities make decisions and behave as if academic staff opinions are not needed the academic staff would feel slighted and demoralized. This is an indication of the presence of job dissatisfaction. It may lead to negative consequences such as low productivity, intentional absenteeism, brain drain, apathy and low job performance. It is sad to note that because they lack job satisfaction, academic staffs leave the universities for the industrial and oil sectors of the economy. For these reasons, academic staff should be made to experience high levels of job satisfaction and motivation. Therefore, the problem of this study is: What are the factors affecting job satisfaction and motivation of Private academic staff of Jabalpur.

1.2. Objectives of the Study

This study is set out to achieve the following objectives:

1. What is relationship between work motivation, job satisfaction, and organizational environment of academicians?
2. Examine the job satisfaction level of the academician those who are working in private engineering colleges of Jabalpur?
3. Is there any significant difference in the motivational and job satisfaction which is affect working environment of an organization?

2. LITERATURE REVIEW

Various approaches to motivation can focus on cognitive behaviors (such as monitoring and strategy use), non-cognitive aspects (such as perceptions, beliefs, and attitudes), or both. For example, Gottfried (1990) defines academic motivation as “enjoyment of school learning characterized by a mastery orientation; curiosity; persistence; task-endogeny; and the learning of challenging, difficult, and novel tasks” (p. 525). Inadequate salary, low status of the profession, and excessive paperwork are some common sources of distress that affect job satisfaction (Kyriacou and Sutcliffe 1979). Previous studies on the level of staff motivation and job performance in the profit and non-profit organizations have yielded differing results. A study by Eze (1995) revealed that there is significant difference between the high-order motivators and the lower-order motivators and that being preoccupied with the motivators in one set would inhibit the urge to satisfy the motivators in the other set. The lower-order motivators (e.g. human physiological needs such as needs for food, clean water, clothing, shelter, and sex/marriage) are basic to Nigerian workers and more proponent than the higher order motives (Eze, 1995). Employees of the Kwara State Government, Nigeria were dissatisfied with their physiological needs (e.g. Salary) (see: Gunu, 2003). Thus, Karwai (2005) argues that as long the human basic needs (or lower-order motivators) remain the major problem of workers in Nigeria, the quest for money which is the ultimate means of acquiring goods and service through whatever means (e.g. corruption, fraud, militancy, robbery) will remain the order of the day and as such, a serious societal problem. Gunu (2003) established employees’ satisfaction with their esteem needs (e.g. promotion), and safety needs (e.g. work itself). High level of staff motivation and job satisfaction was found to exist among the employees of an agribusiness in Zarai, Nigeria (see: Abdulsalam, Damisa and Iliyasu, 2007). Isaac (2008) observed poor attitude to work among civil servants of Akwa Ibon State, Nigeria, which instigated him to probe into causes of such behavior. His study revealed low motivation among the staff, and high absenteeism from work, low punctuality to work, indolent to work, and fraudulent behavior. Furthermore, a significant relationship was established between motivation and employees’ punctuality to work, motivation and indolent behavior, motivation and attitude to work, motivation and fraudulent behavior, and motivation and absenteeism (Isaac, 2008).

Abejirinde (2009) used two motivational indicators, namely growth and promotion, to determine the level of staff motivation in the Nigerian public and private sectors. He established high rate of growth and promotion opportunities for the employees in both private and public organization. He equally established high rate of job performance among the staff. While recognizing the central role of motivation, Evans (1998) states that many recent theories of organizational behaviour find it important for the field to re-emphasize behaviour. Definitions of motivation abound. One thing these definitions have in common is the inclusion of words such as "desire", "want", "wishes", "aim", "goals", "needs", and "incentives". Relative to this, Minner, Ebrahimi, and Watchel, (1995) state that in a system sense, motivation consists of these three interacting and interdependent elements, i.e., needs, drives, and incentives.

Motivation is a human psychological characteristic that contributes to a person's degree of commitment. It includes the factors that cause, channel, and sustain human behavior in a particular committed direction. Stoke, in Adeyemo (1999) goes on to say that there are basic assumptions of motivation practices by managers which must be understood. First, that motivation is commonly assumed to be a good thing. One cannot feel very good about oneself if one is not motivated. Second, motivation is one of several factors that go into a person's performance (e.g., as an academician). Factors such as ability, resources, and conditions under which one performs are also important. Third, managers and researchers alike assume that motivation is in short supply and in need of periodic replenishment. Fourth, motivation is a tool with which managers can use in organizations. If managers know what drives the people working for them, they can tailor job assignments and rewards to what makes these people "tick." Motivation can also be conceived of as whatever it takes to encourage workers to perform by fulfilling or appealing to their needs. To Olajide (2000), "it is goal-directed, and therefore cannot be outside the goals of any organization whether public, private, or nonprofit".

The most critical finding that emerges from DFID's (Alyeampong and Bennell 2007) study in 12 countries in Sub-Saharan Africa and South Asia in that very sizeable proportions of academic staffs, particularly in sub-Saharan Africa, have low level Job satisfaction and are poorly motivated.

3. RESEARCH METHODOLOGY

Research Questionnaire tagged Work Motivation and Job Satisfaction, was used for the collection of data for this study. The questionnaire was specifically designed to accomplish the objectives of the study.

The questionnaire consisted of two parts: motivation and job satisfaction. The first part that is about the motivational information and, the second portion of questionnaire is developed to measure their job satisfaction level by using ms excel. Questions from the motivational Index about their professional motivation by their institution, and job satisfaction index are modified according to the need of study.

18 private engineering colleges are there in Jabalpur district of Central India, out of which I have been selected only 15 colleges for data collection. Sample data collected from 15 academic staffs from each private engineering college. Most to the employees were afraid about their job; they did not want to take any risk, so they give very confidential reply and requested not to disclose their name to the management. Few of them strongly refuse to give reply. Out of 225 questioners I had received 208 replies, which is around 92.44 percentages.

List of Private Engineering College of Jabalpur, Madhya Pradesh.

- Hitkarni College of Engineering & Technology (HCET)
- Global Engineering and Management College, Jabalpur
- St. Aloysius Institute of Technology (SAIT), Jabalpur
- S.G.B.M Institute Of Technology & Science
- Oriental Institute of Science & Technology OIST)
- Shri Ram Institute of Technology, Jabalpur (SRIT)
- Shri Ram Institute of Science & Technology (SRIST)
- Shri Ram Group of Institutions (SRGI)

- Takshshila institute of engineering & technology
- Ravi Shankar Institute of Technology & Management (RITM)
- Gyan Ganga College Of Technology (GGCT)
- Guru Ramdas Khalsa Institute of Science & Technology
- Gyan Ganga Institute of Technology & Sciences (GGITS)
- Vindhya Institute of Technology & science (VITS)
- Oriental Engineering College
- Laxmibai Sahuji Institute of Technology & Science
- Saraswati Institute of Technology
- Radhaswami Institute of Engineering

4. DATA ANALYSIS

Motivational questionnaire

S. No	Question	Yes	%	No	%	Total	%
1	Are you satisfied with working environment of your academic institute?	95	45.67	113	54.33	208	100
2	Is your institution giving you proper opportunity for your future growth?	120	57.69	88	42.31	208	100
3	Does your college management have a transparent performance evaluation system?	99	47.60	109	52.40	208	100
4	Does your college provide common room facility for female staff?	80	38.46	128	61.54	208	100
5	Does your college management favor you in finding career development opportunities within or outside your institute?	99	47.60	109	52.40	208	100
6	Are you availing the annual leave, casual leave, medical leave, earn leave?	108	51.92	100	48.08	208	100
7	Do you feel that your college management/ administration is best in communicating its policies and procedures etc.?	123	59.13	85	40.87	208	100

Table 1 shows the respondent's motivational reply. First, the analysis revealed that 45.67% are satisfied and 54.33% are not satisfied from their working environment.

Institutions provide proper opportunity for your future growth, 57.69% are saying yes and 42.31% are disagreeing on it.

College management has a transparent performance evaluation system, 47.60 percents are saying yes and 52.40 are not agreeing with it.

Very essential facility which is related with professional dignity, Common room facility for female academician only 38.46 are availing common room facility, other 61.54 are suffering without this necessary facility.

College management favor you in finding career development opportunities within or outside your institute, only 47.60 are agreeing on this issues other 52.40 are not getting any favor in finding career development opportunity.

Job satisfaction questionnaires

S. No	Question	Yes	%	No	%	Total	%
8	Do you get a reasonable amount of salary?	45	21.63	163	78.37	208	100
9	Your research efficiency means you publish your research articles in national or international journal and get incentives for it?	10	4.80	198	95.20	208	100
10	Are you getting salary as per 5 th pay commission recommendations?	00	00	208	100	208	100
11	Are you getting salary as per 6 th pay commission recommendations?	00	00	208	100	208	100
12	Do you think that you receive less salary as compare the work you do?	208	100	00	00	208	100
13	Is your salary sufficient to meet the financial needs of your family?	25	12	183	88	208	100
14	Do you think that your present salary should be improved?	207	99.51	1	.49	208	100
15	Do you think that academic staff should be rewarded on showing good performance?	208	100	00	00	208	100

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Academic Institutions must be focus on incentives and reward policies for getting better performance of their employees because rewards and incentives affect the motivational level of the employees. Questions were asked from academicians in this context which are explained below along with their responses:

Only 21.63 percent of academic staff were agree on getting reasonable amount of

Salary, rest 78.37 percentages are not getting reasonable salary as per AICET salary structure norms.

Majority of academicians 95.20 are saying that there is no meaning of Research efficiency. They never get any incentives for their research articles publication in national or international journal.

Not a single academicians is getting salary as per either 5th or 6th pay commission recommendation. As we know central government is going to implement 7th pay commission from April 2016. This factor is most influential factor for job satisfaction and motivation.

All academicians 100% accepting that they are not getting salary according to their job responsibility. And 88% are saying that their salary is not sufficient to meet the financial needs of their family.

All academicians 99.51 percent want salary improvement and all academic staff 100% are saying that they should be rewarded on showing their good performance.

5. FINDING AND DISCUSSION

The findings of this study reveal that a correlation exists between perceived motivation and job satisfaction. Moreover, findings also show that differences exist in the job satisfaction of academicians. Findings are very disappointing that not a single Private engineering of Jabalpur is paying salary as per 5th or 6th pay commission, which is violation of UGC/AICET and Higher Education norms, as well as it completely violation of human rights. The correlation that exists in this study among perceived work motivation, job satisfaction, (Brown and Shepherd, 1997) who reported that motivation improves workers' performance and job satisfaction.

Most of the staffs are not satisfied with working environment, which is not very motivation for them. In this study it was very surprising fact came out that 61.54 percentage of academic staff is deprive from "common room" facility, which is very essential for female staff. In this study I find out that all academicians are working in very humiliating and inferior condition, which is completely affecting working environment, motivation and job satisfaction. Tang and LiPing (1999) report that a relationship exists between job satisfaction and organizational environment.

6. CONCLUSION

Most of the academicians are not satisfied with the administrative policies of their college which is responsible for their low level of motivation and most of them are not motivated and satisfied with their present salary as after 20 years they are not getting salary as per 5th pay commission recommendations (5th pay commission implemented from January 1996). Most of the academicians felt that they are getting support from their college administration in finding career development opportunities. It is very regrettable that many female staff are not getting common room facility at their college.

7. RECOMMENDATIONS

On the base of present study I am giving few suggestions:

- As we know motivation and Job satisfaction are co related issues, if academicians are not satisfied with their working environment both factors will be affect. Private Engineering College must provide good working environment to their academicians.
- Private Engineering College's management must provide common room facility for their female staff.
- Management must provide to their academicians proper opportunity for your future growth, it would be fruitful for their college itself, it will create good working environment in that college.
- As we find out that all engineering colleges are not giving salary as per 6th pay commission recommendations, it is very painful for academicians. In Madhya Pradesh out of Jabalpur other

districts like Bhopal, Indore, Gwalior private engineering colleges are paying good salary comparative with Jabalpur. It is my suggestion that if all private engineering are taking same free structure decided by the Madhya Pradesh they why don't they give same

- (6th pay commission recommendations) salary structure which are giving by other private engineering colleges of Madhya Pradesh.
- All private colleges must provide Leave facility as per Rajiv Gandhi Prodhogiki University (RGPV, Bhopal) instructions.
- As we know on paper all these private engineering colleges have mentioned salary and other facility as per AICTE norms. It is very essential for Private Academician Association, they must inform to the AICTE about their lower salary structure and inferior facility status. On this discrimination Professional Association can file Public Interest Litigation (PIL) to get equal salary status and other benefits.
- All private engineering colleges of Jabalpur should apply the same salary structure which is implemented by University Grant Commission, New Delhi. The same salary structure is provided by all private engineering colleges of Karnataka State (Government Order 2011).

S. No.	5 th pay commission salary structure		6 th pay commission salary structure		Academic Grade Pay Rs.
	Category	Pay Band 5 th pay commission	Category	Pay Band 6 th pay commission	
1	Lecturer	8000-13500	Assistant Professor	15600-39100	6000
2	Lecturer (senior scale)	10000-15200	Assistant Professor	15600-39100	7000
3	Lecturer (Selection Grade) (With less than 3 years)	12000-18300	Assistant Professor	15600-39100	8000
4	Lecturer (Selection Grade) (With than 3 years)	12000-18300	Associate Professor	37400-67000	9000
5	Principal	12000-18300	Principal	37400-39100	10000
6	Librarian (Senior Scale) / Director of Physical Education (Selection Grade)	8000-13500	Assistant Librarian Assistant Director of Physical Education	15600-39100	6000

Source: *ugc, notification*

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