

## **THE CONTRIBUTION OF MOTIVATION TO JOB SATISFACTION: A SURVEY OF TECHNOLOGICAL EDUCATIONAL INSTITUTE EMPLOYEES OF WESTERN GREECE**

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**ABSTRACT:** *The purpose of this paper is to investigate the views of employees and in particular of the administrative staff of the Technological Educational Institute of Western Greece regarding the impact of motivation on their professional satisfaction. The tool used for the survey is the questionnaire, while the analysis of the results of the survey was carried out with the SPSS statistical package. The results of the survey showed that promotion, privileges, benefits and colleagues strongly influence the overall satisfaction of employees, potential rewards and communication have a very strong impact on the overall satisfaction of workers, while the overall satisfaction of those employed by their work appeared to be in neutral contexts.*

**KEYWORDS:** Motivation, Professional Satisfaction, Technological Educational Institute Of Western Greece

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### **INTRODUCTION**

In a highly competitive and demanding work environment, organizations are increasingly aware of the value of their intellectual asset, that is to say their employees. The quality of an organization's human resources makes it different and superior to others. Different employees in an organization yield different levels of performance under different conditions depending on their level of satisfaction, level of action and behavior. The productivity and effectiveness of human resources depend on many dynamic individual, social and political factors that vary according to the circumstances. Professional satisfaction is one of the most important factors that affect the productivity of human resources. Human resource is considered as one of the most important elements in every organization, which acts as a driving force for providing a sustainable energy and service supply (Mullins, 2015).

Job satisfaction includes three dimensions. To begin with, it is an emotional response to a certain working situation. The only way to get this conclusion is by observing the employee. In addition, it can be determined by whether the results meet the expectations of the employees. If the salary is proportionate to the work that has been produced, the members of the organization are likely to develop job satisfaction. Finally, job satisfaction can be considered to represent a combination of relevant behaviors. There is a plethora of research that claims to be an important factor not only for employees but also for organizations (Kandas, 1998).

## **THEORETICAL UNDERPINNING**

### **Motivation and professional satisfaction**

The concept of motivation is used to define and describe forces within the individuals that can determine the level, direction and persistence of the effort they demonstrate at work (Mullins, 2015). Saitis (2002) argues that motivation is a complex internal situation, which is shaped by the existence of incentives that drive the individual to act in a certain way. According to Kostaridou - Euclidy (1999), motivation is what moves, pushes or drives the person into action. Motivation can either push the individual by acting from within, or pull it out acting from outside. In addition, it may be inherent or it can be acquired through learning processes through the interaction of the individual with the environment. According to Kandas (1998), the study of motivations in the workplace contributes to the understanding of behaviour, performance at work and the satisfaction of it.

In 1935, Hoppock defined job satisfaction as a combination of any psychological, physiological and environmental conditions that guide a man to frankly say that he or she is content with his/her work. According to this approach, although job satisfaction is influenced by many external factors, still there is something deeper that regards the way the worker feels (Vroom, 1964). Similarly, Spector argues that professional satisfaction is about people's feelings about their profession and represents a combination of positive or negative emotions that employees demonstrate at work (ibid Davis and Newstrom, 1985). In addition, it can be considered as one of the main factors when it comes to the efficiency and effectiveness of business organizations (Mullins, 2015).

The impact of various factors on job satisfaction is observed in a variety of studies and focuses on demographics as the determinants of employee satisfaction. Other studies are related to the nature and working conditions in the workplace. Employees may be disturbed when they are detached from unexpected noise, such as phone calls, conversations, or crowd (Bridger and Brasher, 2011). In addition, the absence of proper temperature or lighting may also cause discontent (MacMillan, 2012). Similarly, a fair system of promotion in organization, work autonomy, leadership, social relationships and work itself are also important factors influencing job satisfaction (Saari and Judge, 2004).

Still factors influencing job satisfaction can be the feeling of success, relationships with management and workers, safety at work, accountability, recognition, high salary, promotion, clarity of roles, participation in decisions, freedom, good coordinated work, lack of continuity, relocation and perceived work stress. All of these studies support the idea that employee satisfaction has many aspects and is influenced by various factors (Zaim, Kurt and Tetik, 2012). According to some other studies, factors influencing job satisfaction can be classified as follows: salary, benefits, nature of work, pressure, career development, education and training, nature of work, management style, safety, workload, pay, opportunities promotion, safety at work (Sypniewska, 2013).

Self-improvement is also an additional factor of job satisfaction. Employees want to improve their skills, skills, knowledge and personal development. As a result, employee development programs improve their level of satisfaction, giving them more sense of trust, giving them control over their careers and increasing positive feelings towards their work (Jin and Lee, 2012). The reward is still a factor of job satisfaction and is linked to the employee's motivation by motivating him / her. Rewards are highly correlated with job satisfaction and are divided

into two categories, external rewards and inherent rewards. External rewards involve money, promotion and benefits. Inherent rewards include the sense of achievement, team success, appreciation by the senior as a result of good performance as well as a sense of recognition. In addition, job satisfaction increases with all these feelings (Javed et al., 2012).

According to Yang, Brown and Moon (2011), it is positively affected by employee support and recognition by superiors. Communication between supervisors and employees determines the attitude of employees towards their jobs. Employees who have a better relationship with their colleagues are more likely to be satisfied with their work (Yang et al., 2011). As people spend most of their time working with their colleagues, if their colleagues are delighted, this has a positive impact on job satisfaction (Chatzoglou, Vraimaki and Komsiou, 2011).

Based on the above, communication at the workplace is essential for organizations in terms of job satisfaction. According to Ozturk, Hancer and Im (2014) there are two different dimensions of internal communication in organizations. One of these is administrative communication, such as oral presentation and feedback, while the other is informal interaction, such as communication between them over the official channels. Effective interaction and communication provide improved job satisfaction. On the contrary, the lack of communication causes dissatisfaction (Ozturk et al., 2014).

The incentive can push the worker either through the internal or external process to take action that will be the result of this motivation. The internal process is determined by its instinct, and the external process has the most important factor in remuneration. Therefore, on the basis of the aforementioned motives, they can function in the worker either consciously or unconsciously (Yushimito, Holguin - Veras and Gellona, 2018). Identifying motives in relation to professional satisfaction differs from person to person due to the diversity of personality of each person, goals and ambitions. Workplace stability is an important factor in the workplace, especially in times of economic crisis where a general working fluidity prevails (Husain, 2011; Kandas, 1998).

The international bibliography provides a wealth of research related to the motivation of professional satisfaction. Judge (2004) studied satisfaction through the incentives of workers who are getting new jobs. From the results of this study it seems that the individual values of the employees and their perceptions of work are the main motivations of their satisfaction. At the same time, due to the fact that the sample is made up of people placed in new jobs, it appears that environmental change affects positively their job satisfaction. In addition, one important research that focuses on professional satisfaction and the factors that affect is Oliver's (1980) who attempts through his study a theoretical description of job satisfaction. According to his findings, it turns out that empirical studies place satisfaction from work as the most important factor of organizational commitment of the worker. At the same time, satisfaction leads employees to better returns and greater dedication. The study shows that relations between employees are the main variable of influence of job satisfaction. Finally, it is the employees' expectations that define the variables of satisfaction having the role of a key incentive.

Similarly, the Dugguh and Ayaga's survey (2014) identifies recognition, pay and working conditions as the main motivation for employee satisfaction. Their research concludes that employee motivation plays an important role in the satisfaction of their work and their performance. In 2018 Suzuki, Mano and Abebe are studying the satisfaction of workers in the industrial sector in Ethiopia. Researchers through quantitative research identify motivation and the extent to which they affect professional satisfaction. The incentives that most affect workers

are wages and working conditions. In the same year, Jaworski, Ravichandran, Karpinski and Singh (2018) investigate employee satisfaction in the case of part-time work. The study concerns workers in hotel units in the United States and identifies the impact of benefits and incentives on job satisfaction and job engagement. Through their study, there is a consistency between work contract and financial remuneration with job satisfaction.

Similarly, in the business sector an effort is being made to study the professional satisfaction of employees in hosting organizations by Caitlin, Swathi and Aryn (2018). Their research proves that job satisfaction is related to customer satisfaction and lower business costs. The main incentives that increase job satisfaction are commitment and training at work. Also, Gonos, Timkova and Kosikova (2018) are investigating satisfaction with the work of workers in the Republic of Serbia. The main objective of their research is to identify differences in employee satisfaction with the type of employment, the workplace and personal success. The results showed differences in job satisfaction due to the type of employment, while there was no statistically significant relationship between satisfaction and the work sector.

## **METHODOLOGY**

### **Research aim**

This paper comes to investigate the views of the employees, especially of the administrative staff of Technological Educational Institute of Western Greece on the impact of motivation on their professional satisfaction. The individual objectives of this study are to determine the degree of motivation of these staff in their work and to measure the influence of motivational factors on their professional satisfaction.

### **Research questions**

- Which motivating factors (internal or external) affect the job satisfaction of Technological Educational Institute employees of Western Greece;
- What is the degree of motivation?
- Is there a correlation between the professional satisfaction and motivation of employees?

### **Sample of research, distribution and collection of the methodological tool**

The questionnaire, which was used was that of the Job Satisfaction Survey (JSS), developed in 1985 by Professor of the University of South Florida, USA, Paul E. Spector. It was selected as a methodological tool, was constructed using the Google forms and it was distributed electronically to the e-mail of the 152 administrators of the Technological Educational Institute of Western Greece. Though, 112 respondents responded (response rate 73, 68%). The survey was conducted from the end of April until the beginning of May 2018. After the questionnaire was collected, the responses were collected and digitized in a way that they were easy to be processed. When all of the data was in the right format for processing, it was introduced into the Statistical Package for Social Sciences (SPSS) statistical package. Data was analyzed by the Frequency method, while media testing, cross tabulation and Cronbach internal indexing were performed. As far as the reliability of the scale, the Cronbach's Alpha, the statistical index

of internal consistency, as a whole was 0.92, which represents satisfactory quality of the measurement.

### Results of the survey

It is worth mentioning that the overall satisfaction of the employees their work appear to be neutral in most of the sample (47.3%). Observing the components of total satisfaction, it is clear that workers are mainly dissatisfied in terms of their salary (72.3%) and the possibilities for their promotion (59.8%). Also the administrative staff seems to be unhappy (50%) with the possible rewards of their work (50.9%) and the working conditions of their work provider (67.9%). On the other hand, workers are mainly satisfied with the supervision of their work (80.4%) and their colleagues (70.5%). Still positive are the employees and the nature of their work (76.8%) and the communication in it (43.8%). More specifically, with regard to the salary of the respondents, it is noted that the parameter with a higher level of agreement is related to the fact that they feel fairly remunerated for the job they offer (35.7%). With regard to promotion, they have a higher level of agreement in that they feel they can grow as fast as they work elsewhere (40.2%) and they are satisfied with their prospects for promotion (41.1%). In addition, with regard to supervision, the parameter that employees have a higher level of agreement is that they like their supervisor (92%). As far as benefits are concerned, the parameter that respondents have a higher level of agreement is that the benefits offered by their work are fair (56.3%). In relation to possible rewards, the parameter that has a higher level of agreement is that they do not feel that when they do their well, they get the recognition they should receive (54.5%). At the same time, exploring the operating conditions, the parameter that survey respondents have a higher level of agreement is that their efforts to do their jobs rarely encounter bureaucratic obstacles (54.5%). About the colleagues of administrative staff, the parameter that has a higher level of agreement is that they like them (92%). In addition, with regard to the nature of the work, the parameter for which workers have the highest level of agreement is that they like doing what they need to do at work (92%). Finally, with regard to communication the parameter for which the employees have a higher level of agreement is related to the fact that the communication in the Agency they are employed varies satisfactorily (79.5%).

Investigating the relationships of the variables shows that the overall satisfaction of the specific employees is influenced by the individual factors, while there is a positive correlation in all the variables. More specifically, it is observed that salary ( $R = 0.58$ ) and supervision ( $R = 0.626$ ) moderately affect overall satisfaction. At the same time, the operating conditions ( $R = 0.55$ ) and the nature of work ( $R = 0.67$ ) also affect their overall satisfaction moderately. Also, it is worth mentioning that the promotion ( $R = 0.7$ ), the benefits ( $R = 0.799$ ) and the colleagues ( $R = 0.7$ ) strongly influence the overall satisfaction of the sample survey workers. At the same time, potential rewards ( $R=0.88$ ) and communication ( $R = 0.8$ ) strongly affect their overall satisfaction. In relation to the projected factors, promotion is correlated positively and slightly to the salary ( $R = 0.39$ ). Moreover, it appears that supervision is positively and poorly correlated with promotion ( $R = 0.33$ ). An important fact is also that the benefits of the respondents are positively and weakly affected by supervision ( $R = 0.32$ ), while positive and moderate from the salary ( $R = 0.55$ ) and the promotion ( $R = 0.57$ ). In addition, potential rewards are correlated with salary ( $R = 0.49$ ) positively and to a lesser extent, while positive and moderate with promotion ( $R = 0.547$ ), supervision ( $R = 0.52$ ) and benefits -  $R = 0.69$ ).

There is also a positive and moderate correlation with the benefits - benefits ( $R = 0.51$ ) as well as the possible rewards ( $R = 0.36$ ) 0.56). At the same time, there is a positive and weak

relationship between cooperative relations and promotion ( $R = 0.38$ ), supervision ( $R = 0.45$ ) and benefits ( $R = 0.42$ ). In addition, it is noted that relations with colleagues and possible rewards ( $R = 0.61$ ) are positively and moderately related, as is the relationship between coexistence and working conditions ( $R = 0.41$ ) positive and moderately correlated. In addition, it is understood that the nature of the work of the aforementioned staff is positively and poorly correlated with the salary ( $R = 0.35$ ) and the promotion ( $R = 0.44$ ), while positively and to a modest extent with the benefits - benefits ( $R = 0.5$ ) and possible rewards ( $R = 0.52$ ). It should also be noted that the nature of the work is positively correlated with colleagues ( $R = 0.41$ ). In addition, communication is positively correlated with salary ( $R = 0.3$ ) and promotion ( $R = 0.41$ ). At the same time, there is a positive and modest correlation between communication and supervision ( $R = 0.55$ ), benefits ( $R = 0.53$ ), working conditions ( $R = 0.51$ ), colleagues = 0.58) and the nature of the work ( $R = 0.52$ ). Last but not least, communication with potential employee rewards ( $R = 0.72$ ) is observed to be positively and strongly correlated.

## DISCUSSION

Several important conclusions are drawn from the results of this research, which can be compared with the review of the existing literature. Employee satisfaction is directly related to their ability to work in another sector or to take some kind of promotion. At the same time, the level of satisfaction seems to be satisfactory by supervising their work and their relationships with colleagues. These conclusions are fully in line with the results of Dugguh and Ayaga (2014) and Suzuki, Mano, and Abebe (2018) where they set working conditions as one of the main incentives for employee influence. The remuneration from work and the working conditions of the work organization are presented as factors of dissatisfaction among the respondents, which makes them unsatisfied. Jaworski, Ravichandran, Karpinski and Singh (2018), as well as Gonos, Timkova and Kosikova (2018), who set the general context of employment conditions as factors of significant relevance to the workplace for satisfaction employees. It is worth noting that the nature of the work and the personal development potential positively correlate with job satisfaction. This position is consistent with the results of the Husain survey (2011) which links job satisfaction with the personal ambitions and goals of the employee. Research has shown that there is an urgent need to continuously study professional satisfaction as a means of improving the working conditions of employees in the organization.

### Implication for Research and Practice

Although the above findings are interesting, this research presents some limitations that are important to be taken into account. It is worth noting the non-response, in some cases, of the workload of the employees and the need to communicate with the respondents in order to remind them to complete the questionnaire and in some other cases to provide further clarification regarding the purposes and the objectives of the study. It should also be pointed out that future studies should examine the changes and fluctuations in the motivation for the professional satisfaction of the administrative staff over the years.

In addition, future research could be extended to other employees in the academic community of the Technological Educational Institute, such as members of the Teaching Staff, the Special Technical Laboratory Personnel and the Laboratory Teaching Staff in order to compare the factors that contribute to the professional satisfaction between these groups of employees. Finally, it is noted that the findings of this research may be useful to the Technological

Educational Institute Administration, which is responsible for taking decisions in relation to the matters of the administrative staff of the service. The knowledge of the motivation factors that lead to the professional satisfaction of the above-mentioned staff, which are recorded in this study, can help to interpret their behavior, solve problems and take the appropriate measures.

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