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A STUDY ON MOTIVATION AND JOB  
SATISFACTION AMONG EMPLOYEES OF MADRAS  
FERTILIZERS LIMITED, CHENNAI

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**ABSTRACT**

*The employees put their effort individually and collectively with more commitment and loyalty for the achievements and goals of the organization or business. In the previous studies, authors explained work motivation with different intervening variables (intrinsic and extrinsic rewards). In this paper, researchers try to find the direct relationship of work motivation with job satisfaction. There would be no utility of intervening variables in this study. In simple words, authors tried identifying the effect of motivation and job satisfaction. Simple random sampling was used to estimate the 100 respondent employees from a universe of 850 employees of the study unit. Results indicated that motivation accounted for a considerable percentage of variances in job satisfaction. Motivation has been measured in this study in terms of hygiene factors and motivation factors of Herzberg's motivation model and job satisfaction depicted with two dimensions namely intrinsic and extrinsic. Due to time limitations the study could not include the executive and supervisory categories in the study unit.*

**KEYWORDS:** Motivation, Job Satisfaction, Intrinsic and extrinsic rewards, Herzberg's motivational model.

## **1. INTRODUCTION**

Motivation refers to reasons that underlie behavior that is characterized by willingness and volition. Intrinsic motivation is animated by personal enjoyment, interest, or pleasure, whereas extrinsic motivation is governed by reinforcement contingencies. Motivation involves a constellation of closely related beliefs, perceptions, values, interests, and actions. Motivation within individuals tends to vary across subject areas, and this domain specificity increases with age. Motivation in children predicts motivation later in life, and the stability of this relationship strengthens with age. Traditionally, educators consider intrinsic motivation to be more desirable and to result in better learning outcomes than extrinsic motivation. In general, children appear to enter school with high levels of intrinsic motivation, although motivation tends to decline as children progress through school. Research suggests that motivation can be manipulated through certain instructional practices, although studies demonstrate both positive and negative effects. The use of rewards may either encourage or diminish motivation, depending on the type of rewards and the context in which they are given. Teachers should attempt to give students more autonomy or control over their own learning by allowing them to make choices and use collaborative or cooperative learning approaches. In addition, teachers should create a supportive classroom environment with respect to goal structures, attributions, and external evaluation. There are several challenges to assessing motivation, especially in children. Recommendations for eliciting evidence of motivation for assessment purposes are made. Job satisfaction is a multifaceted construct with a variety of definitions and related concepts, which has been studied in a variety of disciplines for many years to now. Many theories and articles of interest to managers, social psychologist, and scholars, focus on job satisfaction because most

people spend their life-time for work, and understanding of the factors that increase satisfaction, is important to improve the well-being of individuals in this facet of the living.

## **2. REVIEW OF LITERATURE**

Csiernik, R., Adams, D. W., 2002. Mentioned that Clergy were even among those considering their organizations to produce the least amount of stress, along with hospice workers and pastoral care providers in their article Spirituality, Stress and Work. In *Employee Assistance Quarterly* 18, 2, (pg.29-37).

Daalen, G., stated that autonomy was related to decreased emotional exhaustion in those doing people work in *International Archives of Occupational and Environmental Health* 82, 3, (Pg-291-303).

Willemsen, T. M., Sanders, K., Veldhoven, M. J. P. M., 2009. Emotional exhaustion and mental health problems among employees doing "people work": The impact of job demands, job resources and family-to-work conflict. In *International Archives of Occupational and Environmental Health* 82, 3, 291-303.

## **3. PURPOSE OF THE STUDY**

The main objective is to determine the state of job satisfaction among the employees at MFL. To examine the level of motivation in the study unit. To establish the relationship between the motivation components and job satisfaction in the environment of the study unit.

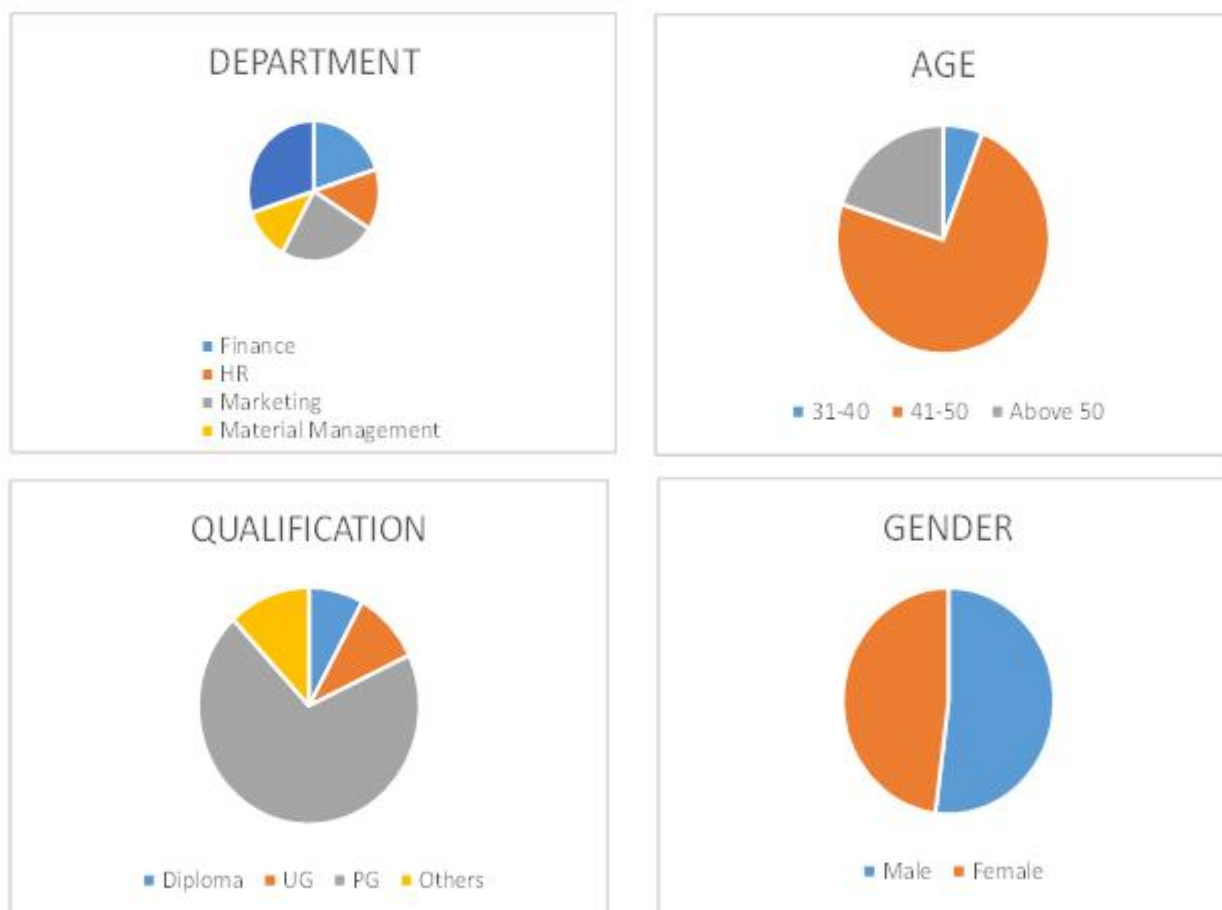
## **4. METHODS**

The study unit, Madras fertilizers limited, Chennai was incorporated on December 8, 1966 as a joint venture between GOI and AMOCO India incorporated of U.S.A (AMOCO) in accordance with the Fertilizer Formation Agreement executed on 14.5.1966 with equity contributions of 51% and 49% respectively. Research in common parlance refer to a search for knowledge. One can also define research as a scientific & systematic

search for pertinent information on a scientific study only. Job satisfaction should include the topic. The results obtained regarding Job components of Evaluative, Cognitive and satisfaction & motivation pertain to this unit of Affective.

## 5. ANALYSIS AND INTERPRETATIONS

### 5.1 Profile of the Respondents:-



- (i) Nearly 12% of respondents are in the department of Material Management. 14% are in the department of HR, 20% are in the department of finance, 24% are in the department of Marketing, 30% are in the department of Production.
- (ii) 74% of the respondents are in the age group of 41-50, 20% are in the age group of above 50, 6% are in the age group of 31-40.
- (iii) 70% of the respondents are qualified with PG, 12% with other professional qualification, 10% with UG and 8% with Diploma.
- (iv) From the above table the researchers infer that 52% of the respondents are male and 48% are female.

### 5.2 Demographic Variables and Job Satisfaction - Chi-Square Test

Demographic variables	Chi-square value	P value	Inference
Gender	.160a	1	Significant at 5% level
Age	77.360a	2	

Ho: There is no significant relationship between age and gender of the respondent and overall job satisfaction.

H1: There is significant relationship between age and gender of the respondents and overall job satisfaction.

It is interpreted that P value 11 is greater than the P value 1 (11 > 1). So the null hypothesis is

accepted which means there is no significant relationship between age and the overall job satisfaction.

It is interpreted that P value 11 is greater than the P value 2 (11 > 2). So the null hypothesis is accepted which means there is no significant relationship between gender and the overall job satisfaction.

**5.3. Demographic Variables and Motivation - Chi-Square Test**

Demographic variables	Chi-Square	df	Inference
Age	77.360a	2	Significant at 5% level
Gender	.160a	1	

Ho: There is no significant relationship between age and gender of the respondent and overall Motivation.

H1: There is significant relationship between age and gender of the respondent and overall Motivation.

It is interpreted that P value 15 is greater than the P value 2 (15 > 2). So the null hypothesis is

accepted which means there is no significant relationship between age and the overall Motivation.

It is interpreted that P value 15 is greater than the P value 1 (15 > 1). So the null hypothesis is accepted which means there is no significant relationship between gender and the overall Motivation.

**5.4 Influence of Job Satisfaction on Organisational Citizenship Behaviour**

Demographic Variables	Correlation Value	P value	Interference
Overall job satisfaction	1	0	Significant at .01 level
Intrinsic Job Satisfaction	0.925	0	
Extrinsic Job Satisfaction	0.804	0	

Ho: There is no correlation between job satisfaction and overall Motivation.

H1: There is correlation between job satisfaction and overall Motivation.

It is interpreted that obtained value is equal to r value 0. So the null hypothesis is rejected which means there is no linear relationship between overall job satisfaction and overall Motivation.

It is interpreted that obtained value is equal to r value 0. So the null hypothesis is rejected which

means there is no linear relationship between intrinsic job satisfaction and overall Motivation.

It is interpreted that obtained value is equal to r value 0. So the null hypothesis is rejected which means there is no linear relationship extrinsic job satisfaction and overall Motivation.

Thus all the three dimensions , namely overall job satisfaction, intrinsic job satisfaction and extrinsic job satisfaction have been find to be positively correlated and influencing overall Motivation.

## 6. FINDINGS

- ★ It is interpreted that majority(72%) of the respondents agreed that the pay they get at present job is adequate for normal expenses.
- ★ Majority (42%) of the respondents disagreed that the pay they get at present job is less than what they actually deserve.
- ★ It is inferred that 64% of the respondents are happy with their job in general.
- ★ 62% respondents agreed that the job they do is satisfied by the chance to tell people what to do.
- ★ Majority (68%) respondents agreed that the job they do is satisfactory by pay and amount of work they do.

## 7. CONCLUSION

The 'People at work' dimension of motivation and the job se have influenced the level of job satisfaction. The intrinsic factor of Job satisfaction. The intrinsic factor of job satisfaction were found to be predominantly play – in the work place.

## REFERENCE

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