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From paychecks to passion: Fathoming the synergetic impact of motivation and job satisfaction in the workplace

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Abstract

Motivation-to-work refers to the degree and focus of the effort people put in to complete the tasks they are given. The concept of conservation of resources states that people "seek to acquire and maintain resources". Learning new things and developing personally at work are two resources that are pertinent to this research. Providing compensation and benefits that are competitive and aligned with the market is vital for an organization to effectively implement its retention strategy, as it motivates employees to remain committed to the company. Workers who are rewarded are more likely to continue their employment with a company; however, if they perceive their rewards as insufficient, they may decide to leave. Employees tend to stay with organizations where they feel appreciated for their abilities, talents, and contributions. To achieve the goals of the company and meet their own requirements at the same time, defined work motivation as the development of work conditions that persuade employees to carry out a certain activity or job of their own free choice. Motivation is the power that propels someone to act in a particular manner and can originate from either inside or outside of them. Motivation is the encouragement of people to work deliberately and enthusiastically in order to accomplish particular goals.

Keywords: Motivation, job satisfaction, workplace

Introduction

The presence of various intrinsic rewards enhances employee satisfaction and boosts overall productivity related to their jobs. A few of these benefits are employment, participation, decision-making authority, job independence, and the importance and acknowledgment of tasks. These incentives do have the advantage of producing a very contented workforce. Workplace motivation and employee happiness are becoming increasingly important. A lot of study has been done to determine how work happiness and rewards affect employees' productivity (Ali and Anwar, 2021) ^[1]. The world is evolving quickly. The rivalry between corporate and collaborative companies has grown stronger in the current fast-moving, dynamic landscape. Organizations are employing various strategies to tackle these intense competitors. With these tactics, workers are also playing a crucial part in helping the company reach its competitive objective. Employees are crucial to every business, whether it be private or public, and each one of them has a highly vital position. Employees must actively strive toward the organization's objectives in order to manage all operational tasks quickly and effectively. To ensure that its employees are happy and stress-free, many organizations make an effort and develop tactics that work. Top management should take the initiative and work tirelessly to take the initiative and work tirelessly to get the finest work out of their staff (Hassan *et al.*, 2020) ^[2]. An organization's performance deteriorates when its personnel get demotivated and consider quitting due to the stress they endure at work. For every firm, employee commitment is essential since it shows how devoted and committed staff members are to the growth, development, progress, success, and affluence of the company. Employees that are under stress due to job discontent are less committed to the organization (Imam *et al.*, 2014) ^[3].

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Motivation

Motivation is the process by which a person's requirements influence a sequence of actions that result in the accomplishment of a certain objective. If the objective is accomplished, these needs will be met or satisfied (Munandar, 2001) ^[4]. "Motivation is an instinct that is similar to his form behind the anger felt by someone who is considered the place of his reign," according to Freud. Based on Langgulang, motivation is a psychological state that exerts control over the forces that propel and support an individual's actions, stimulating and directing human activities. Drive and needs provide motivation. There is a significant physiological gap between the Drive and needs provide motivation. Need is a physiological difference that is much greater than the ideal value, whereas encouragement is a condition or conscious desire that results from need (Azwar, 2000; Margiati, 1999) ^[5, 6].

The two primary elements—Hygiene's factor and Motivator, or internal factors derived from personal fulfillment—have an impact on employee motivation. The same reaction does not always occur in the same component, according to his research from.

This line of reasoning is founded on Herzberg's earlier idea, which held that humans had two needs: the need to avoid suffering as animals and the desire to grow mentally as whole individuals. He claimed that hygiene element includes things like business policies and administration, supervisory techniques, interpersonal connections with coworkers, superiors, and subordinates, as well as work environment, pay, job security, status symbols, and personal issues. However, the motivator includes accomplishment, acknowledgment of accomplishment, accountability, accomplishment, and enthusiasm for one's task (Puspitasari and Adam, 2019) ^[7].

A person's readiness to put out significant effort toward organizational goals, contingent on their capacity to meet certain needs, can be characterized as work motivation (Mafini & Dlodlo, 2014) ^[8]. According to the notion, external (hygiene) aspects are necessary but do not always inspire employees, whereas intrinsic factors are motivators. (Mafini & Dlodlo, 2014) ^[8]. Accordingly, external incentive components only make sure that an external objective or restriction is fulfilled (Ryan & Deci, 2000) ^[9]. As long as it addresses the specific needs of the individual worker, intrinsic motivation can be described as being driven by the task itself. It is believed that self-generated intrinsic motivation arises when individuals seek out a career that aligns with their personal requirements. Various factors that impact intrinsic motivation include elements such as responsibility, independence, courage in applying and developing one's skills, engaging tasks, and opportunities for advancement. The level of effort that others invest to encourage someone is referred to as extrinsic motivation. An example of extrinsic motivation is when management provides incentives like salary increases, recognition, or promotions.

Job satisfaction (JS)

Job satisfaction is defined as the "emotional state" in which an employee experiences—or does not experience—the intersection of the value of the company's employee compensation and the level of fringe benefits offered to employees, which is the value of the desired employees in question. The one who shares similar opinions, job

satisfaction is defined as employees' attitudes toward their jobs. It is a consequence of how they view the position. An employee's perception of their work, whether positive or negative, is known as JS (Herawan *et al.*, 2019) ^[10]. A feeling that motivates workers to relate to their work and circumstances is job satisfaction. sentiments about his age, health, education, and competence, whereas sentiments about work-related factors including pay, professional growth prospects, and relationships with coworkers (Kirana *et al.*, 2021) ^[11]. A personal assessment of the circumstances at work or the results that come from having a job is another definition of JS given by (Agho *et al.*, 1993) ^[12]. The degree to which people like going to work, completing their tasks, and receiving recognition for their achievements is also related to job satisfaction (Hirschfield, 2000) ^[13]. This implies that a person's perspective and assessment of their work, which is impacted by particular conditions like needs, values, and expectations, are related to JS (Buitendach and De Witte, 2005) ^[14].

Job satisfaction, as stated in (Berry, 1998) ^[15], is an employee's reaction to the events and benefits they receive a work. Employment satisfaction is sometimes defined as "an employee's emotional state toward their job" (Gruneberg, 1979) ^[16]. In reality, a worker's job satisfaction is determined by how they feel about their workplace, including their supervisors, coworkers, institutions, and life in general (Dunn & Stephens, 1972) ^[17] have described job satisfaction as "the sentiments of the individual regarding the entire work situation." A gap between "the expected and actual experience and knowledge" that an employee (person) may possess might give rise to this kind of emotion.

Spector (1997) ^[18] highlighted the characteristics of work satisfaction. First of all, human values are given top priority inside the company, and employees are treated properly and with respect. The staff members are then content. Second, how happy workers are at work influences their conduct, which in turn influences the operations of the company. Thirdly, it has to do with how well the company performs (Wen, Muthuveloo, & Ping, 2018) ^[19]. For instance, nine criteria related to job satisfaction were listed by (Ali, 2008) ^[20]: compensation, coworkers, communication, operational conditions, fringe benefits, advancement, supervision, and incentives.

Job satisfaction and Motivation

Based on Ilies and Judge's (2003) ^[21] research, people who are used to being upbeat and cheerful often report feeling more satisfied with their jobs than those who stay depressed and miserable. Oraman (2011) ^[22] discovered that monetary rewards had a positive correlation with workers' higher reported motivation, which in turn raises JS. A significant positive relationship exists between intrinsic motivation and JS (Singh and Kumari, 1988) ^[23]. Singh and Tiwari (2011) ^[24] claim that shifts in motivation have an identical effect on work satisfaction and that job satisfaction changes have an identical effect on motivation.

Extrinsic and intrinsic variables are the two main motivators that influence job satisfaction (Buitendach & De Witte, 2005) ^[14]. Examples of extrinsic variables include compensation, job security, working conditions, working hours, supervision, workgroups, and other external considerations. The term "intrinsic motivation" refers to motivation that is directly related to one's work and without

any monetary compensation. Two distinct lists of criteria were identified was, first category is task-related and makes the employee feel happy or upbeat. The elements that directly inspire workers and raise job satisfaction are known as motivators. These include accomplishment, acknowledgment, and the possibility of development, advancement, accountability, and labor (Rahman and Shanjabin, 2022) ^[25].

In the study of job motivation, the expectation theory makes a significant contribution and is predicated on the idea that there is a connection between desired results, performance at work, and effort put forth. A person's desire for a result is influenced by its significance, appeal, and expected contentment that will result from the outcome. They also join an organization expecting the attractiveness, significance, and satisfaction of various organizational rewards. People will therefore be more inclined to work harder to reach the required level of performance when they anticipate that their jobs will provide the intended and favorable results. As per the concept of social exchange, individuals will also be more favorable toward the work environment (job) that produces the needed pleasure when they anticipate and receive it (Amah, 2014) ^[26].

Conclusion

Workplace motivation and personal happiness are positively correlated with self-efficacy. People who believe they can function well in any setting have high self-efficacy, and this view will influence how they perceive stress and how motivated they are to work. In the work stressor model, it plays a significant role since it directly improves life satisfaction and desire to work while indirectly influencing job satisfaction. Improving self-efficacy will thus have a favorable impact on these factors. It is well recognized that self-efficacy is flexible, and that it may be increased by elements like offering guidance, constructive criticism, and a supportive setting (Gist and Mitchell, 1992; Maurer, 2001) ^[27, 28].

In accordance with a study on school teachers, they experience stress at a higher rate than high school instructors. The classification unusual work conditions as a significant source of workplace stress that causes employees to experience anxiety and despair. A person feels more worthy and job stress decreases when there is more control and less complexity.

Also, a study determines the elements that contribute to nurses' workplace stress, nurses experience workload, patient suffering and death, and conflict with doctors and coworkers. Research indicates that occupations with social values and attributes, as well as those that are unique and dynamic, have a larger participation in. Clinical theory states that people who work hard and take initiative, as well as managers, dominating personalities, and those who view the organization as a social life, are prone to burnout (Khalatbari, 2013) ^[29].

Although flexible compensation (bonuses, overtime, and incentives) and perks have a favorable impact, their impact on employee engagement is negligible, a salesperson's intrinsic motivation in California is highly impacted by their pay variable. It was found that there is a very weak, unfavorable, and negligible correlation between motivation, effort, and performance. There is a strong, favorable, and noteworthy correlation between motivation and result valence (fixed pay, flexible pay, perks). The link between

pay for working comfort and job motivation indicates that individual pay might contribute to increased job motivation in uncertain times. This finding also demonstrates that certain workers' flexible compensation cannot inspire them or boost their level of job satisfaction (Herawan *et al.*, 2019) ^[10].

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