

THE RELATIONSHIP BETWEEN MOTIVATION AND JOB SATISFACTION OF ADMINISTRATIVE STAFF AT A SELECTED UNIVERSITY IN CAPE TOWN

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Abstract

This study investigated the correlation between motivation and job satisfaction. The study conducted a detailed analysis of the intrinsic and extrinsic elements that influence the motivation and job satisfaction of administrative staff. The study employed a quantitative method and utilised correlation for data analysis. Data on the factors that influence employee work satisfaction at a specific university in Cape Town were collected using a five point Likert scale questionnaire. The population consisted of 77 respondents, specifically administrative staff. Out of the 54 responses were received, the response rate was calculated to be 70%. The responses were examined using descriptive and inferential statistics. The findings indicate that there is a strong positive correlation (0.695) between work motivation and job

satisfaction, which is statistically significant at a p-value of 0.001 ($p < 0.05$). There is a clear and important connection between work motivation and job satisfaction among the administrative staff at the University. Put simply, there is a direct correlation between increased work motivation and job satisfaction. Hence, this study has established that there is a statistically significant correlation between employee motivation and job satisfaction.

Keywords: *Work motivation, Job satisfaction, administrative staff, University*

JEL Classification: L2; M1

1. Introduction

The correlation between the motivation of administrative staff employees and their pleasure with work is crucial for the effective execution of the university's teaching, learning, research, and community endeavours. Administrative staff at the university should possess intrinsic motivation, driven by their dedication and the extent to which the work environment fosters employee motivation, to achieve the necessary degree of job satisfaction. The study aims to examine the presence of employee intrinsic and conscious factors to gain a deeper understanding of their relationship with job satisfaction among administrative staff. Amidst the COVID-19 pandemic and the consequences of lockdown measures, maintaining high levels of motivation among administrative staff has become crucial for ensuring the efficiency of educational activities, research endeavours, and community engagement.

Although it is necessary to evaluate the working environment and employment conditions, other factors such as internal motivators and job satisfaction may also contribute to the motivation of administrative staff. Moreover, the selected institution and other general managers in the advanced education industry will carry out a comprehensive inquiry into the correlation between motivation and job satisfaction. Hence, it is imperative for this study to examine the correlation between motivation and job satisfaction among the administrative personnel of the selected university.

1.1 Research Objectives

This study aims to investigate the correlation between motivation and job satisfaction. The study intends to conduct a detailed analysis of the intrinsic and extrinsic elements that influence the motivation and job satisfaction of administrative staff of a selected university.

2. Review of literature of Motivation and Job satisfaction

According to (Zameer, 2014), employee motivation is the way an organization drives workers to fulfil organisation objectives through rewards, promotions, as well as other benefits. Motivation, according to Jain, Gupta, and Bindal (2019), is a linked a set of repetitive and reciprocated emotional, behavioural, and intellectual processes and actions based on a person's goals. Motivation is seen as numerous aspects that improve a character of personal urge and capacity to remain active and self-sufficient while exerting a consistent amount of effort in executing a certain task. Compassion and kindness are a feature of institutional appreciation that efficiently resolves motivation issues, such as monitoring feelings and reacting to everyone else's distresses.

According to Cebeci (2019), employees desire recognition, respect, and fair compensation for their efforts in enhancing the institution's performance and profitability. If organisations fail to fulfil the expectations of their employees, it can result in a hostile work environment. Employees who experience low levels of job happiness demonstrate reduced productivity, whereas employees who experience high levels of job satisfaction exhibit elevated morale and a heightened motivation to perform more effectively towards the organisational goals. As per Badubi (2017), job satisfaction refers to an individual's evaluation of how effectively a job fulfils specified attributes and meets its objectives, or the amount to which its goals are satisfactorily achieved.

Job satisfaction is a noticeable emotional response which could only be presumed independent of the circumstances and situation. Knowing one's degree of job satisfaction, according to the author, is critical for several reasons, and the results of job satisfaction study have an influence on both individuals and businesses. Excellent work satisfaction, in the view of the organization, may contribute to improved performance, which affects the institution's results. Employees are more inclined to engage in behaviour that benefits the company's success when they are focused and committed to the organization, and when their employment gives them a higher sense of fulfilment.

2.1. Theories of motivation

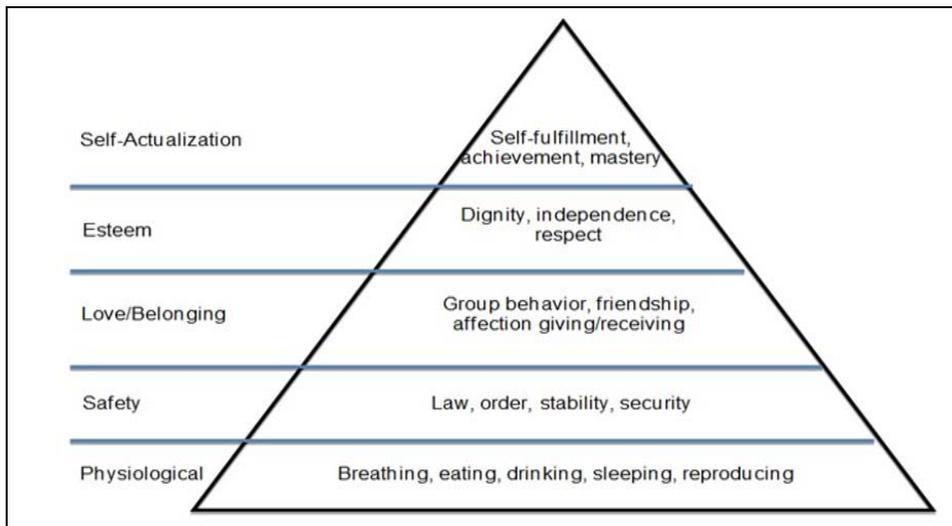
Various motivational theories, such as Maslow's Hierarchy of Needs and Herzberg's Two Factor Theory, are employed to analyse employee motivation and job satisfaction. These theories have been formulated to examine the factors that impact employee motivation in firms. These theories are significant as they elucidate the underlying factors that drive individual motivation. When properly

applied, these ideas have the potential to enhance employee motivation, hence, leading to increased productivity inside businesses (Badubi, 2017).

2.1.1. Maslow's Hierarchy of Needs

The theory of Maslow's hierarchy of needs is widely acknowledged in the field of motivation and is a fundamental basis for the model used in this research. A need refers to a necessary condition that an individual must have, satisfaction occurs when a need is satisfied, and motivation is the drive to satisfy a need. Maslow identified five levels of needs in employees and observed that these needs are arranged in a hierarchical order, with the lowest demands being prioritised above the higher ones. Maslow highlights that no need can be fully gratified and that once a need is adequately fulfilled, it ceases to function as a driving force.

According to Maslow's theory, an employee must satisfy their lower-level desires before becoming motivated by higher-level needs. This concept can be advantageous in ascertaining the categories of incentives that are probable to be efficacious in incentivizing personnel. It is crucial for management to acknowledge that employees' needs and expectations evolve with time and to regard each individual as unique (ALAmrani, 2020). Below is the subsequence of hierarchical stages in Maslow theory of needs:



Maslow hierarchy of needs

Source: Buyao and Danyang (2020)

participation. Employees that are genuinely motivated participate in an activity because it is exciting and fundamentally satisfying to them (Di Domenico & Ryan, 2017). According to the authors, intrinsic drive encourages people to comprehend topical subjects and to separate their concerns, allowing them to form distinct characteristics that give them a sense of sincerity, relevance, and objectivity. This is most likely as they are particular and speak directly to the individual's opinions of their responsibilities and the importance of the obligations assigned to them.

Achievement: The desire to excel in pursuit of certain objectives is commonly known as the motivation for accomplishment (Bande, Fernandez- ferrin, Verale- neira & Otero- neira, 2016). It signifies that achieving success and fulfilling a specific set of goals based on a specific set of standards is necessary. The aspiration for success is a manifestation of an individual's thinking, desires, and determination for personal fulfilment or a feeling of achievement (Green, Finkel, Fitzsimons & Gino, 2017). This is achieved through job engagement, which involves prioritising the completion of tasks and often sacrificing other forms of enjoyment and personal leisure. Employees' success needs are fulfilled when they can accomplish their individual goals independent of and irrespective of others' circumstances.

Acknowledgement: Charano & Harijanto (2015) define acknowledgment as a signal from upper-level management to employees that their contributions in task execution and project involvement are acknowledged. Employees frequently derive greater satisfaction from receiving appreciation for their work rather than solely seeking the external incentives that accompany such recognition. This is a method of conveying appreciation and empathy towards the personnel. Organisations acknowledge their employees to sustain their sense of empowerment and self-worth. Professionals that receive recognition in their respective domains exhibit more motivation and contribute to enhanced overall results.

Career Advancement: The existence of a promotion opportunity indicates that the employee's achievement has been recognised. Promotion is closely linked to movement, professional development, and competency (Bhardwaj, 2019). Training is mostly oriented towards immediate development, while progression is primarily oriented towards long-term progress. The employees' perception of the profession's requirements, as well as its level of excitement and difficulty, are closely linked to the actual tasks performed. Employment primarily revolves around employment prerequisites and designated responsibilities.

2.2.2. Extrinsic

Legault (2016) defines extrinsic motivation as "the conduct of a behaviour that is substantially contingent on the accomplishment of an objective that is separate from the action itself." Extrinsically driven behaviour is described as an action performed in order to get monetary or social benefits or to avoid negative consequences. The behaviour is carried out for the sake of the results rather than for its own pleasure. Extrinsic motivation is described as the need to perform a task or engage in a certain action in order to achieve a specific goal.

Work itself: Previous studies, according to our findings, have not placed a significant emphasis on the nature of the work and the impact this feature has on job satisfaction. According to Ali (2016), work is what an individual can perform, and it also has to do with the workers' workplace environment and their perspectives of the task for which they are responsible. Herzberg's works in 1959 related to the concept that improving job satisfaction would entail a shift in the work itself. Additionally, as stated by the author, employees are also content with characteristics such as growth, ownership, achievement, improvement, acknowledgment, and the work itself, which are all essential to the job.

Promotion: According to Abu, Hassan, Asaari, Desa, & Subramaniam (2019), the basis for promotion may influence employee job satisfaction. Additionally, the author claims that those who think they have a greater possibility of getting promoted due to their talents to complete their responsibilities are more likely to be satisfied with their jobs. The options for growth and advancement in the institution provide possibilities for side advancement, and development undoubtedly enhances job satisfaction inside the workplace.

Working conditions: Working circumstances, according to Tengah (2019), are the extent in which the total workplace contributes to fulfilment. According to Herzberg, Mausner, & Synderman (1959), physical working conditions include the number of workers and accessibility of supplies and equipment, workstations, and conditioning systems. Employees' working conditions can have a positive or unfavourable influence on the workplace, affecting their motivation and job fulfilment.

Pay: Several researchers have identified pay as an important element to consider in the research of job satisfaction. Pay, according to Shah, Burgoyne, Nazri, & Salleh (2017), is a cash compensation offered for job accomplished as well as the degree to which it is viewed as equal in comparison to other individuals in like situations. Job satisfaction decreases when there is a gap between the employee's perception of what they expect to be paid and their actual base income.

This already educates employers in a variety of professions that pay should be equitable and fair, as uneven pay can lead to union involvement.

Job security: According to Holmeberg et al. (2017), if an employee feels they will be recognized for exceptional work and that their job is secure, overall performance will automatically rise. Similarly, Van Der Kolk (2019) discovered that employment security offers employees trust in their future careers and drives them to work hard in order to achieve the organization's goals. Consequently, we may infer that job satisfaction is the most potent motivator since it relieves psychological pain and inspires employees to give their best to the organization, ultimately leading towards profitability and success.

3. Research method and design

The quantitative research approach was chosen given that it will assist the researcher in producing data that can be presented effectively using statistics and figures. The survey research design of correlation type was used in the investigation. According to (Dias & Temido, 2020), a correlation study design comprises the examination of two or more relevant variables as well as the evaluation of the relationship between those variables. Correlational study would offer information on the strength of the relationship between numerous related variables.

The purposive sampling approach was chosen by the researchers for this research. This sampling approach is useful when you require to quickly obtain the desired sample or when sampling for proportion is not a primary concern (Crossman, 2020). Samples obtained using this approach are valid and deemed to be representative of the population. For this investigation, a sample size of 74 people was used. The participants in the study were chosen based on their suitability to provide information on the study's topic. The administrative personnel of a University in Cape town were the target population for this investigation. It mostly engaged administrative employees from several administrative divisions of the University.

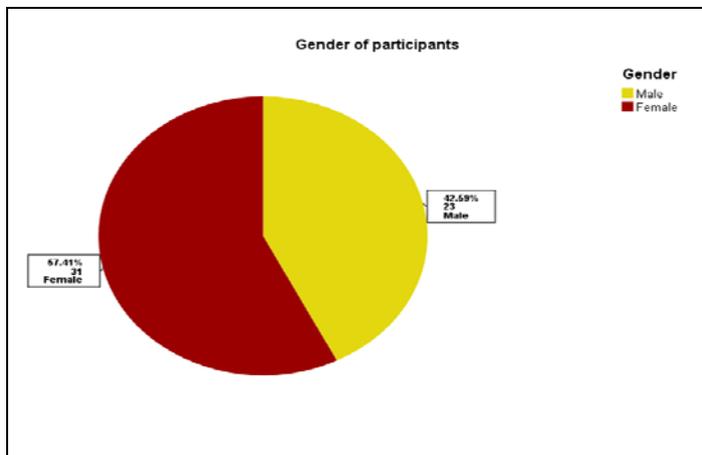
The Statistical Package for the Social Sciences (SPSS) was used to analyse the data of the current study. According to Arkkelin (2014), the advantage of this application is that it is not only user-responsive but also highly adaptable to any form of quantitative study. Furthermore, he states that SPSS handles all step of the analytical process, from data processing and administration through analysis and reporting of data. Descriptive statistics are used to organize information and offer a brief overview by highlighting the relationship among variables in a sample or population. Data collection was done by administering closed ended questionnaires

online via email link to respondents (Canals, 2017). Measurement variables were classified and linked to participant demographics, as well as the motivation and work satisfaction measure, were developed to be answered on a five-point Likert scale. The first phase collected information such as age, gender, and length of employment. The second section evaluated a motivating factor that influences motivation and job satisfaction (intrinsic and extrinsic).

4. Research Results and discussion

The study included more females (57.41%) than males (42.59%), as seen in Figure 3. Gender has always been a significant component in studies on motivation and work satisfaction. Several studies have been conducted to investigate the link between gender, motivation, and work satisfaction. Abun, Ubasa, Magallanes, Encarnacion & Ranay (2021) revealed that there is no gender difference in motivation or job satisfaction in previous research. Azim, Haque & Chowdhury (2013) they all came to the same conclusion. They conducted a study on the association between gender, marital status, and workplace satisfaction among employees, and their findings show that there is no statistically significant evidence to imply that men and women have different levels of job satisfaction.

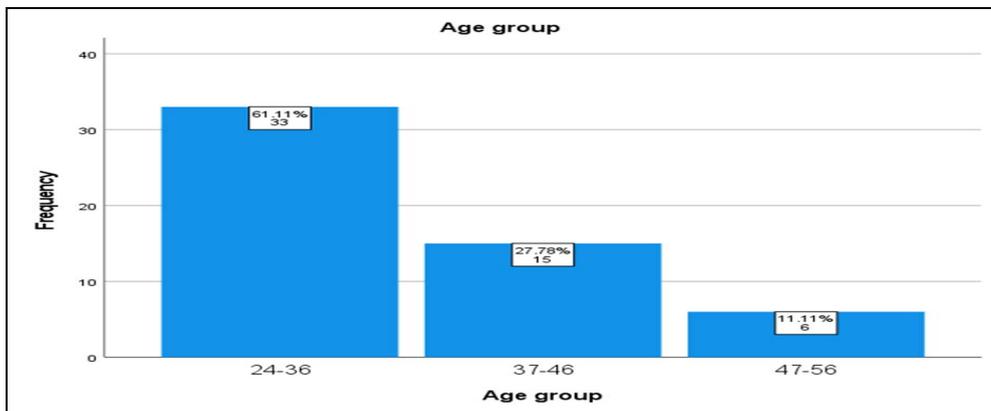
Figure 1: Gender of participants



a. Age of participants

Another demographic component studied was the respondents' age group. As indicated in Figure 2, the majority (61.11%) of respondents were between the ages of 24 and 36, the fewest (11.11%) were between the ages of 47 and 56, and 27.78% were between the ages of 37 and 46. Several studies, according to Sengupta (2011:103), indicate a positive association between work satisfaction and age.

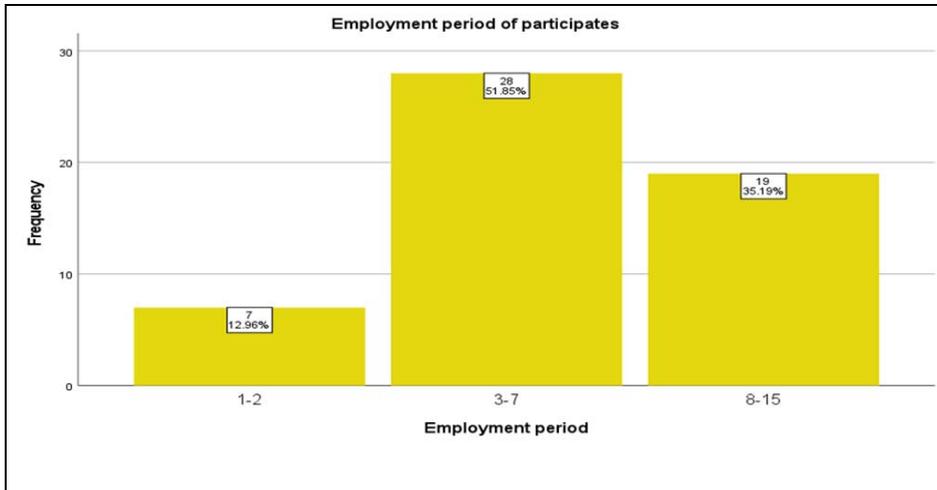
Figure 2: Age group participants



b. Employment period of participants

Figure 3, depicts how workers are classified based on their term of service with the firm. According to the graph below, the majority of 51(83%) of the administrative employees had worked at the university administrative department for 3 and 7 years (n=28). While 35% of the workers had been in the institution's administrative departments for 8 and 15 years (n=19), Furthermore, 96% of the remaining 12 (n=7) had been working for 1 and 2 years.

Figure 3: Participants period of employment



c. Descriptive statistics

Descriptive statistics refer to concise descriptive measures that are employed to summarise a dataset, representing either the full population or a sample (Sharma, 2019). The interval scale consists of a 5-point Likert scale. The scale ranges from 1 to 5, with 1 representing strong disagreement, 2 representing disagreement, 3 representing neutrality, 4 representing agreements, and 5 representing strong agreement. The mean was interpreted using the following range.

Table 1: Likert scale (answer range)

Range	Agreement	Classification
4.21 – 5.00	Strongly Agree	Positive
3.41 – 4.20	Agree	
2.61 – 3.40	Neutral	Neutral
1.81 – 2.60	Disagree	Negative
1.00 – 1.80	Strongly Disagree	

Source: Sözen and Güven (2019)



	N	Minimum	Maximum	Mean	Std. Deviation
I am happy to go to work every day	54	1	5	3.69	1.179
I have the resources I need to work effectively	54	1	5	3.78	1.058
I am allowed to use my initiatives on the job	54	1	5	3.80	.919
Negative attitude shown by most students affects my productivity	54	1	5	3.07	1.426
Poor management has a negative effect on my productivity	54	1	5	3.61	1.280
My manager is interested in my career advancement	54	1	5	3.44	1.093
My manager recommends me for promotion regularly	54	1	5	3.19	1.100
Positive recognition	54	1	5	3.54	1.209
I have an opportunity to use my ability	54	1	5	3.87	1.010
I have a sense of achievement	54	1	5	3.80	1.035
My job skills enhances my satisfaction	54	1	5	3.54	1.128
My opinions on work issues are respected	54	1	5	3.57	1.143
Payment of reasonable salaries and wage	54	1	5	3.26	1.152
My office is conducive for working	54	1	5	3.83	.966
Peaceful work environment	54	1	5	3.56	1.269
My promotion boots the level of my job satisfaction/performance	54	1	5	3.57	1.354
Job security	54	1	5	3.69	.886
Training and career development	54	1	5	3.24	1.132
Career advancement/ development opportunities are limited	54	1	5	3.61	1.188
The benefits offered to me in relation to my work are satisfying	54	1	5	2.94	1.265
Valid N (listwise)	54				

Descriptive statistic is given Table 2.

Participants were questioned about whether they found their office to be conducive for work activities. The results show that most respondents were satisfied with their workplace, with a mean (of 3.83), implying that a favorable workplace has a significant relationship with job satisfaction. Agbozo, Owusa, Mabel, and Atakorah (2017) found a relationship between a favourable work environment and job satisfaction.

According to the findings, promotion ($M=3.19$) and benefits ($M=2.94$) are among the least satisfying and motivating factors. Benefits contributed the least to motivating and satisfying of all the characteristics examined. As a result, it appears that most administrative staff members are dissatisfied with the advantages associated with their work. The conclusions of the current study are supported by other studies by (Bogicevic-Milikic & Dosenovic, 2020). According to their research, there is a slight but significant association between job satisfaction and benefit satisfaction.

Payment of a suitable salary ($M=3.26$) to university administrators are neutral with the fact that their pay is enough. Mabaso & Dlamini (2017) investigated the effect of incentives and compensation on work satisfaction and organizational commitment among academic staff at a specific University of Technology. The study revealed that compensation had no effect on work satisfaction or organizational commitment. This study's findings contradicted those of Suresh Dahake (2018), who discovered that remuneration had minimal impact on employees' motivation and job satisfaction.

The conducive working environment ($M=3.83$) is recognized as one amongst most satisfying factors. Based on the results, administrative staff are content with their work. This implies that for administrative staff, a perception of job security leads to work satisfaction. This finding is also consistent with previous studies, such as those of Kuwaiti, Bicak, and Wahass (2019), who investigated faculty job satisfaction at higher education institutions. They discovered a significant and favourable association between academic faculty job satisfaction and work conditions. Akintola & Chikoko (2016) found that employment stability was the most important factor driving motivation and work satisfaction in different research. People will rest in their thoughts and focus on their duties, although they are considering shifting employment.

The findings show that administrative staff employees are motivated and happy since they can put their abilities to use. As indicated by the fact that the mean

(3.87) value of utilizing ability is bigger than all other factors, the opportunity to use ability is one of the most crucial factors that makes administrative staff more satisfied and motivated with their work. Jasiyah (2018) identified a direct association between ability utilization and employee work satisfaction and motivation in a previous study. The current study's findings, which reveal that skills have a direct influence on job satisfaction and willingness to work, are validated by Palumbo, (2013) in his previous research.

d. Motivation and Job Satisfaction Reliability (questionnaire)

Cronbach's Alpha is a statistic that is used to assess the internal consistency or reliability of a set of scales (Taber, 2018). Cronbach's Alpha is one method for determining the degree of coherence. Furthermore, the consistency of any dimension is related to the degree to which it is a trustworthy degree of a notion. Alpha is reported to have acceptable values of 0.7 or 0.6 for positive results (Griethuijzen, Haske, Brok, Skinner and Mansour, 2014).

Table 3: Scale of Cronbach's alpha

Cronbach's alpha	Internal consistency
$\alpha \geq 0.9$	Excellent
$0.9 > \alpha \geq 0.8$	Good
$0.8 > \alpha \geq 0.7$	Acceptable
$0.7 > \alpha \geq 0.6$	Questionable
$0.6 > \alpha \geq 0.5$	Poor
$0.5 > \alpha$	Unacceptable

e. Pearson Correlation analysis

A correlation analysis was conducted to determine the association between motivation and job satisfaction. The findings are displayed in Table 4. The correlation coefficient demonstrates the magnitude of the presumed linear relationship between the relevant variables. A correlation coefficient of 0 indicates the absence of a linear association between the two variables, while a value of -1 or +1 signifies a perfect linear relationship.

H0: There exists a significant statistical correlation between the level of employee motivation and work satisfaction among administrative staff.

H1: There is no significant correlation between employee motivation and work satisfaction among administrative staff.

The findings presented in table 4 indicate a statistically significant positive correlation between motivation and job satisfaction. The link between individuals and products is statistically significant ($r=0.695$, $p<0.001$). This confirms the hypothesis (H0). Empirical evidence has firmly established a significant correlation between motivation and job satisfaction.

Table 4: Correlation between work motivation and job satisfaction

		WorkMotivation	JobSatisfaction
WorkMotivation	Pearson Correlation	1	.695**
	Sig. (2-tailed)		<.001
	N	54	54
JobSatisfaction	Pearson Correlation	.695**	1
	Sig. (2-tailed)	<.001	
	N	54	54

** . Correlation is significant at the 0.01 level (2-tailed).

5. Conclusion

The study's findings indicate a strong and significant correlation between work motivation and job satisfaction among the administrative staff at the University. Heightened motivation correlates with heightened job satisfaction. The positive correlation elucidates the nature of the relationship between job satisfaction and motivation. Hence, it is logical to infer that when employees are driven, their level of job satisfaction increases.

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