

**EXPLORING THE RELATIONSHIP BETWEEN WORK MOTIVATION AND
JOB SATISFACTION AMONG TEACHERS OF HIGHER EDUCATIONAL
INSTITUTES: A STRUCTURAL EQUATION MODELING APPROACH**

*EXPLORANDO A RELAÇÃO ENTRE MOTIVAÇÃO NO TRABALHO E
SATISFAÇÃO NO TRABALHO ENTRE PROFESSORES DE INSTITUTOS DE
ENSINO SUPERIOR: UMA ABORDAGEM DE MODELAGEM DE EQUAÇÕES
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ABSTRACT

This study uses structural equation modeling (SEM) to dive into the complex relationships between work motivation and job satisfaction among the teachers of higher educational institutes in and around Hyderabad, an Indian Metro. Understanding how these key factors interact in the modern organizational psychology environment is crucial for promoting employee engagement and successful implementation of academics among the higher educational institutes. We use SEM to investigate the complex linkages that underpin work motivation and job satisfaction and how these elements interact with one another. The study makes use of a broad survey instrument and a diversified sample of teachers from different higher educational institutes (HEIs) to capture complex features of work motivation and job satisfaction. The SEM is used to do complex statistical analysis on the obtained data, allowing us to go beyond obvious relationships and reveal underlying patterns of effect. With this analytical strategy, we want to not only confirm pre-existing hypotheses but also identify potential mediating or moderating factors that affect the intricate relationship between job satisfaction and motivation at work. In conclusion, this study uses a structural equation modelling technique a covariance based model to investigate the complex connection between job satisfaction and motivation at work among teachers from HEIs. This study adds to the body of knowledge in organizational psychology by revealing underlying patterns and mechanisms that underlie these dimensions and provides practical advice for fostering supportive work environments and enhancing organizational effectiveness. The results indicate a statistically significant gender differences among the teachers in job motivation and no statistically significant gender difference in work satisfaction. This suggests a statistically significant difference in SEM scores between genders.

Keywords: Work Motivation, Job Satisfaction, Employee Engagement and Organizational Effectiveness.

RESUMO

Este estudo utiliza modelagem de equações estruturais (SEM) para mergulhar nas complexas relações entre motivação e satisfação no trabalho entre professores de instituições de ensino superior em Hyderabad e arredores, uma região metropolitana indiana. Compreender como esses fatores-chave interagem no ambiente moderno da psicologia organizacional é crucial para promover o envolvimento dos funcionários e a implementação bem-sucedida de atividades acadêmicas entre as instituições de ensino superior. Usamos SEM para investigar as ligações complexas que sustentam a motivação e a satisfação no trabalho e como esses elementos interagem entre si. O estudo utiliza um amplo instrumento de pesquisa e uma amostra diversificada de professores de diferentes instituições de ensino superior (IES) para capturar características complexas de motivação e satisfação no trabalho. O SEM é usado para fazer análises estatísticas complexas dos dados obtidos, permitindo-nos ir além das relações óbvias e revelar padrões de efeito subjacentes. Com esta estratégia analítica, pretendemos não só confirmar hipóteses pré-existentes, mas também identificar potenciais factores mediadores ou moderadores que afectam a intrincada relação entre satisfação profissional e motivação no trabalho. Concluindo, este estudo utiliza uma técnica de modelagem de equações estruturais, um modelo baseado em covariância, para investigar a complexa conexão entre satisfação no trabalho e motivação no trabalho entre professores de IES. Este estudo contribui para o corpo de conhecimento em psicologia organizacional, revelando padrões e mecanismos subjacentes que fundamentam essas dimensões e fornece conselhos práticos para promover ambientes de trabalho favoráveis e aumentar a eficácia organizacional. Os resultados indicam diferenças de género estatisticamente significativas entre os professores na motivação profissional e nenhuma diferença de género estatisticamente significativa na satisfação profissional. Isto sugere uma diferença estatisticamente significativa nas pontuações SEM entre os sexos.

Palavras-chave: Motivação no Trabalho, Satisfação no Trabalho, Engajamento dos Funcionários e Eficácia Organizacional.

Introduction

In the field of organizational psychology, there has been a lot of discussion on the complex relationship between job satisfaction and work motivation. Together, work motivation and job satisfaction, the factors that propel individuals to participate in their work and feel happy in their jobs, determine the caliber of workplace experiences and organizational outcomes. Knowing this link has effects on productivity and staff retention. In order to explore the intricate dynamics linking these constructs and identify underlying patterns and potential influencing factors, this work uses a structural equation modeling (SEM) technique. By doing this, the research advances our understanding of this important connection and provides information that is useful for both theory and practice.

Review of the literature

The employee engagement and performance are influenced by organizational psychology's core ideas of work motivation and job satisfaction (Locke, 1976; Deci & Ryan, 1985). In contrast to extrinsic variables, which are thought to be related to job discontent, intrinsic motivators are thought to contribute to job satisfaction, according to Herzberg's theory (Herzberg, Mausner, & Snyderman, 1959). According to expectation theory, which emphasizes the importance of instrumentality, valence, and anticipation in determining work motivation, perceived effort-reward connections have an impact on job satisfaction (Vroom, 1964). According to research, work motivation and job satisfaction are inversely correlated, with strong motivation resulting in higher job satisfaction and vice versa (Judge & Bono, 2001; Hulin & Judge, 2003). The degree and nature of the link between work motivation and job satisfaction are moderated by factors including job complexity, autonomy, and organizational culture (Ostroff, 1992; Ilies et al., 2009). Higher work satisfaction and performance are associated with fundamental self-evaluation attributes, such as self-esteem and emotional stability

(Judge & Bono, 2001). The job satisfaction is positively correlated with intrinsic motivation, which is driven by the intrinsic enjoyment of the activity itself, whereas extrinsically motivated individuals may report lower job satisfaction (Deci & Ryan, 1985). According to Hackman and Oldham's approach (Hackman & Oldham, 1980), employment qualities including skill diversity, task identity, and autonomy have an influence on both motivation and job satisfaction.

Higher motivation and work satisfaction are associated with psychological empowerment, which includes emotions of competence and effect (Spreitzer, 1995). Initiatives for job enrichment, which aim to give workers more demanding and satisfying duties, have been shown to have a beneficial impact on both motivation and job satisfaction (Hackman & Oldham, 1980). Workplace fairness perceptions have an impact on job satisfaction, indicating a connection between organizational justice and general happiness and motivation (Colquitt et al., 2001). Through motivating and empowering staff, leadership philosophies like transformational leadership can affect employee motivation and satisfaction (Bass & Riggio, 2006). The optimism and self-efficacy are examples of positive psychological states that are associated with better levels of work motivation and job satisfaction (Luthans, 2002). The link between work motivation and job satisfaction may be impacted by cultural differences in work values and norms (Ostroff, 1992). According to Schaufeli and Bakker (2004), employee engagement, which is defined by zeal and dedication, is directly related to both motivation and work satisfaction. This influences overall organizational performance.

Statement of the problem

The complex link between work motivation and job satisfaction is the main problem covered in this study. Although their importance in influencing employee experiences and organizational results has been widely recognised by research, the specific processes linking these dimensions are still not fully understood. In order to better understand how work motivation and job satisfaction are related to one

another, this study will use a structural equation modeling (SEM) technique to examine this link.

Objectives of this study

- By using a Structural Equation Modeling (SEM) technique, the study tries to quantify the nature and degree of the link between these two dimensions. The main goal of the study is to experimentally analyze the relationship between work motivation and job satisfaction among the teachers from HEIs.
- By examining these intermediary variables, the study seeks to improve understanding of the complex mechanisms underlying this relationship, resulting in a more thorough and nuanced interpretation. The secondary objective is to identify potential mediating or moderating variables that may influence the observed relationship between work motivation and job satisfaction among the teachers from HEIs.

Concetual framework

Fig 1 – Relationship between Work Motivation and Job Satisfaction



Relationship between Work Motivation and Job Satisfaction:

There is a symbiotic relationship between work motivation and job satisfaction. Motivated employees tend to show higher levels of job satisfaction. Conversely, satisfied employees often exhibit greater motivation in their roles. The two concepts are interconnected, with factors like recognition, growth opportunities, and the nature of the job playing pivotal roles in shaping both motivation and satisfaction. By understanding and nurturing this relationship,

organizations can enhance employee productivity, reduce turnover, and foster a positive work environment.

Scope of the study

This research, titled "Exploring the Relationship Between Work Motivation and Job Satisfaction among the teachers from HEIs: A Structural Equation Modeling Approach, entails a thorough inquiry of the complex interactions between work motivation and job happiness. The goal of the study is to use structural equation modeling (SEM) to examine the complex interaction between these two important constructs. In order to identify the direct and indirect channels via which work motivation and job satisfaction interact, research will dive into the fundamental elements and mechanisms that link these two concepts.

In order to provide a comprehensive understanding of the link, the study will take into account a variety of businesses, organizations, and job functions. The impact of numerous motivational elements, including intrinsic and extrinsic motives, on aspects of job satisfaction, such as work content, coworkers, salary, and overall employment experience, will be examined. The use of SEM will enable a thorough analysis of the intricate connections and putative mediating factors that support this dynamic interaction.

Methodology

Using a structural equation modeling (SEM) technique, the research methodology used in this study attempts to thoroughly analyze the link between work motivation and job satisfaction. This section provides an overview of the study's analytical methodology, participants, variables, and research design.

Research Design: In order to comprehensively evaluate the link between work motivation and job satisfaction, the study uses a quantitative research approach. The presentation of a structured questionnaire to participants serves as the main method of data collecting.

Data Collection:

- **Questionnaire:** A questionnaire was created using the available literature and advice from industry professionals. To gauge participants' impressions of their job satisfaction and motivation at work, the questionnaire included Likert-scale items.
- **Sampling:** In order to guarantee variety and representation, and to have the representativeness of the population, participants the teachers from the HEIs from Hyderabad an Indian Metro, were chosen using a purposive selection approach from a range of sectors and occupational types.
- **Independent Variable:** Work Motivation
- **Dependent Variable:** Job Satisfaction
- **Participants:** For the study, a total of 150 teachers from HEIs around Hyderabad were surveyed. To provide a varied sample, participants were chosen from a variety of schools and occupational functions. Individuals who were employed and above the age of 18 met the inclusion requirements.

Data Collection Procedure:

- An informed consent form explaining the goal of the study and the confidentiality of the participants' answers was given to the participants.
- Accessibility and simplicity of answer were ensured by using an online survey platform to deliver the questionnaire.
- Participants were asked to submit demographic data as well as their replies to Likert-scale questions gauging work motivation and job satisfaction.

Data Analysis: Structural Equation Modeling (SEM) methods were used to examine the gathered data. SEM makes it possible to analyze intricate connections between latent variables and observable indicators. Software like AMOS or LISREL was used in the study to estimate models and evaluate model fit.

Tools used for the study: Percentage analysis, Descriptive statistics,

Limitations:

- Self-report bias and social desirability bias might affect participant replies; the study's findings are restricted to the chosen sample, which may not be entirely typical of the larger population.

Limitations of the study

The study was restricted to the city of Hyderabad an Indian Metro. The respondents are the teachers from the Higher Education Institutions from the Hyderabad City an Indian Metro with a population over 20 million. There are certain restrictions to take into account, notwithstanding the insightful conclusions drawn from our study employing a structural equation modeling (SEM) technique to examine the connection between work motivation and job satisfaction. Our sample, which was selected from certain professions and sectors, might not accurately reflect larger populations. We are limited in our ability to demonstrate causal correlations across time since our study is cross-sectional in nature. Because we relied on participant self-reported replies, self-report bias may have been present. Further, unexplained factors and probable common technique variation may have an impact on the study's results. Even though confounding factors were attempted to be controlled for, our results might still be affected by unrecognized variables. The generalizability of our findings to various cultural or organizational contexts may also be constrained.

Analysis and interpretation

Table 1 - Demographic variables of the respondents

Demographic variables	Particulars	Frequency	Percent
Gender	Male	48	32.0
	Female	102	68.0
	Total	150	100.0
Age	Under 18	29	19.3
	18-24	79	52.7
	25-34	15	10.0
	35-44	27	18.0
	Total	150	100.0
Education Level	High School	58	38.7
	Bachelor's Degree	53	35.3
	Master's Degree	7	4.7
	Other	32	21.3
	Total	150	100.0
Job Tenure (in years):	Less than 1 Year	70	46.7
	1-5 Years	52	34.7
	6-10 Years	23	15.3
	10 and above	5	3.3
	Total	150	100.0
Academy Sector	B-Schools	54	36.0
	Engineering Colleges	58	38.7
	Technology Institutes	18	12.0
	Healthcare Institutes	20	13.3
	Total	150	100.0

Gender: 150 people participated in the study, with 68.0% of them identifying as female and 32.0% as male.

Age: The participants' ages ranged from 19.3% under the age of 18 to 52.7% between the ages of 18 and 24, 10.0% between the ages of 25 and 34, and 18.0% between the ages of 35 and 44.

Education Level: The individuals' educational backgrounds were diverse. 38.7% of respondents had completed high school, 35.3% had a bachelor's degree, 4.7% had a master's degree, and 21.3% had more education.

Job Tenure: The individuals' work histories were varied. 46.7% had less than a year's worth of experience, 34.7% had between one and five years, 15.3% had between six and ten years, and 3.3% had more than ten years.

Academy Sector: The participants had jobs in a variety of industries, including healthcare at 13.3%, Engineering Colleges at 38.7%, B-Schools at 36.0%, and Technology institutes at 12.0%.

Fig 2 – Demographic variables of the respondents

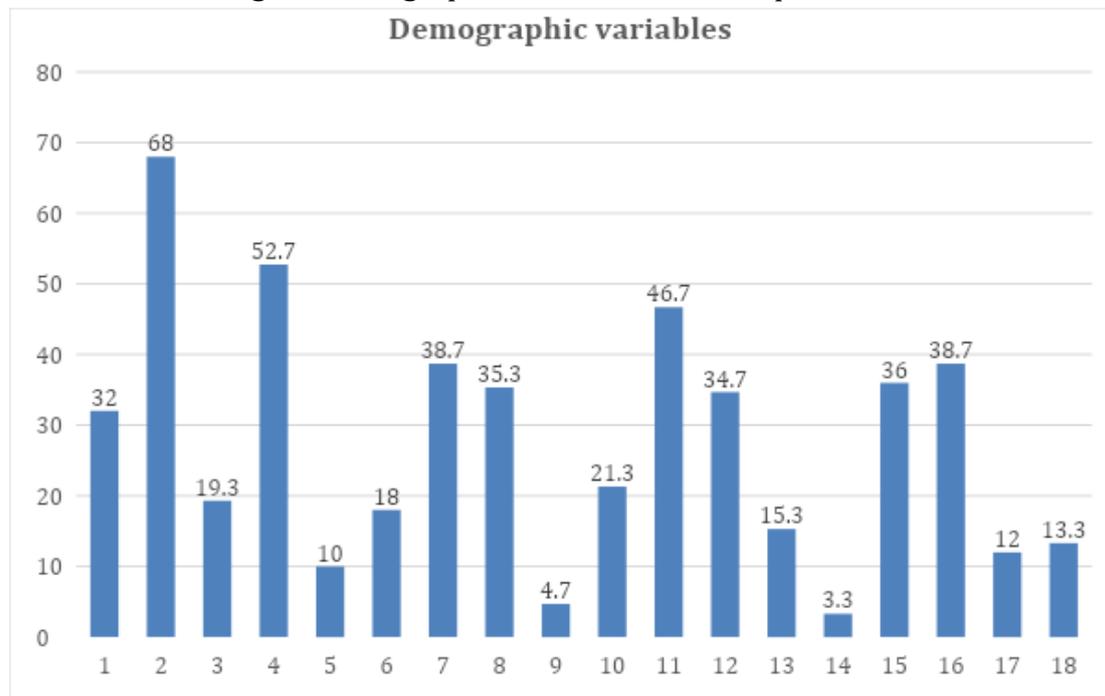


Table 2 – Descriptive Statistics for Work Motivation

	N	Mean	Std. Deviation
I am motivated to perform my job tasks well.	150	2.15	.922
I feel a sense of purpose and enthusiasm when working on tasks.	150	2.21	1.076
I am committed to achieving the goals and objectives of my job.	150	2.60	1.204
I believe my efforts contribute significantly to the success of the organization	150	2.71	1.272
The tasks I perform align with my personal values and interests.	150	2.18	.956
Valid N (listwise)	150		

I have the drive to do a good job in my job. The average score recorded by the participants was 2.15, with a 0.922 standard deviation. This implies that participants generally exhibited a modest level of enthusiasm to complete their job activities successfully.

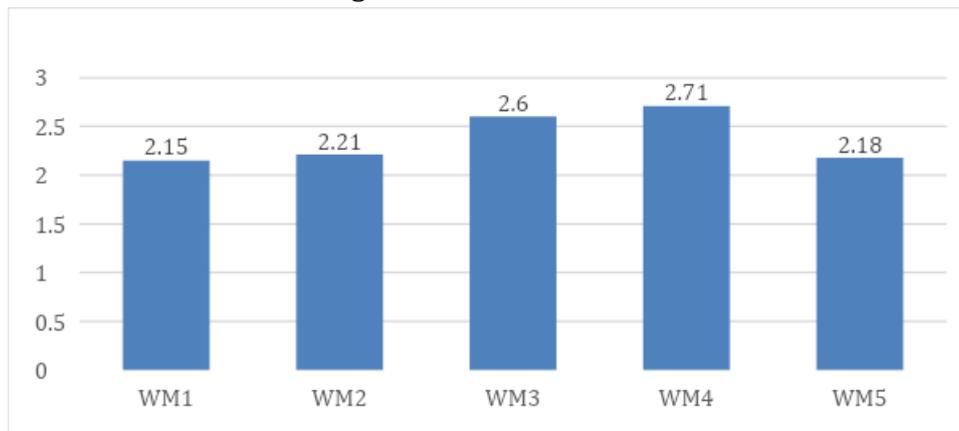
Working on projects gives me a feeling of purpose and enthusiasm: This item had an average score of 2.21 and a standard deviation of 1.076. This suggests that participants generally expressed a modest amount of purpose and excitement when performing work-related activities.

I'm dedicated to carrying out my position's aims and objectives: For this question, participants gave a mean score of 2.60 and a standard deviation of 1.204. This shows that they are somewhat committed to achieving the tasks and goals assigned to them.

I firmly feel that my efforts greatly advance the organization's success: This item had a mean score of 2.71 and a standard deviation of 1.272. Participants generally showed a modest level of belief that their contributions significantly contribute to the success of the organization.

The work I do is in line with my beliefs and interests: For this question, participants gave a mean score of 2.18 and a standard deviation of 0.956. This shows that, on average, participants were only somewhat in agreement with the statement that their work is consistent with their beliefs and interests.

Fig 3 – Work Motivation



Kruskal-Wallis Test

Table 3 – Comparison between gender and dimensions of the study
 Ho1: No relationship is there between gender and dimensions of the study

	Gender	N	Mean Rank	Chi-Square	Asymp. Sig.
Work Motivation	Male	48	86.06	4.226	.040
	Female	102	70.53		
	Total	150			
Job Satisfaction	Male	48	79.98	.756	.385
	Female	102	73.39		
	Total	150			

Work Motivation:

- The mean rank for men was 86.06 for the variable "Work Motivation," whereas the mean rank for women was 70.53.
- The significance threshold for the Chi-Square test was.040, and the value was 4.226.
- This shows that the drive to work varies across the sexes in a statistically meaningful way.

Job Satisfaction:

- For "Job Satisfaction," the mean rank for men was 79.98, while it was 73.39 for women.

- The significance level was.385, while the Chi-Square value was.756. This shows that there is no statistically significant difference between genders in work satisfaction.

Table 4 – One way ANOVA

Comparison between job tenure and dimensions of the study

Ho2: No relationship is there between job tenure and dimensions of the study

	Job Tenure	N	Mean	SD	F	Sig
Work Motivation	Less than 1 Year	70	2.41	0.585	.889	.448
	1-5 Years	52	2.27	0.573		
	6-10 Years	23	2.39	0.604		
	10 and above	5	2.60	0.469		
	Total	150	2.37	0.580		
Job Satisfaction	Less than 1 Year	70	2.89	0.720	.860	.464
	1-5 Years	52	2.87	0.671		
	6-10 Years	23	2.78	0.606		
	10 and above	5	3.32	0.540		
	Total	150	2.88	0.682		

Work Motivation, Job Satisfaction, and Structural Equation Modeling (SEM) scores are three factors that are related to job tenure as measured in years. These are the outcomes:

Work Motivation:

- The mean work motivation score for participants with less than a year of employment was 2.41, with a standard deviation of 0.585. The analysis's F-value was 0.889, and the p-value for significance was 0.448.
- This shows that there is no statistically significant variation in work motivation across groups of workers with varied lengths of employment.

Job Satisfaction:

- Those who had been working for less than a year reported a mean job satisfaction score of 2.89, with a standard deviation of 0.720.
- The significance level was 0.464 and the F-value was 0.860.

- Accordingly, it is possible that employment tenure-based differences in work satisfaction are not statistically significant.

SEM analysis

Table 5 – Results of goodness- of-fit test for model for Relationship between Work Motivation and Job Satisfaction

Full Model	CMIN/DF	P	RMR	GFI	AGFI	IFI	CFI	RMSEA
Obtained value	3.145	0.000	0.124	0.985	0.989	0.731	0.763	0.023
Observed value	≤ 5	<.05	<1	>0.90	>0.90	0.7-1.0	0-1	<.08

CMIN/DF (Comparative Fit Index): The ratio of the chi-square value (CMIN) to the degrees of freedom (DF). In your case, the obtained value is 3.145, which indicates how well the model fits the data. A lower value is generally better, and a value below 5 is often considered acceptable.

P (Probability): The significance level associated with the chi-square test. A value of 0.000 indicates that the model fits the data extremely well. A p-value less than 0.05 is often used as a threshold for statistical significance.

RMR (Root Mean Square Residual): This measures the discrepancy between the observed and predicted covariance matrices. A smaller value indicates a better fit. The obtained value of 0.124 suggests a reasonably good fit.

GFI (Goodness of Fit Index): A measure of how well the observed covariance matrix is reproduced by the model. An obtained value of 0.985 indicates a good fit. Values greater than 0.90 are generally considered acceptable.

AGFI (Adjusted Goodness of Fit Index): Similar to GFI, but adjusted for the degrees of freedom. An obtained value of 0.989 is considered quite good.

IFI (Incremental Fit Index) and CFI (Comparative Fit Index): These indices measure the improvement in fit by comparing the full model to a baseline model (usually an independence model). Higher values (0.7-1.0) indicate a better fit. The values you provided (0.731 for IFI and 0.763 for CFI) are in an acceptable range.

RMSEA (Root Mean Square Error of Approximation): This index measures how well the model reproduces the observed covariance matrix while considering the complexity of the model. An RMSEA value of 0.023 suggests a very good fit. Values less than 0.08 are typically considered acceptable.

Overall, based on the provided values, it appears that the model fits the data quite well. The obtained values for the fit indices are generally within acceptable ranges, indicating that the model is a good representation of the relationship between Work Motivation and Job Satisfaction.

Table 6 – Co-efficient for Relationship between Work Motivation and Job Satisfaction

Dependent variables		Independent variables	Estimate	S.E.	C.R.	P
I feel satisfied with the recognition I receive for my contributions	<---	Motivated to perform tasks well	.123	.102	1.205	.228
I find my current job role fulfilling and meaningful.	<---	Motivated to perform tasks well	-.148	.116	-1.280	.200
The work environment contributes positively to my overall job satisfaction	<---	Motivated to perform tasks well	.149	.095	1.558	.119
I am content with the opportunities for growth and development in my job	<---	Motivated to perform tasks well	.047	.098	.478	.633
My job provides a good work-life balance, enhancing my job satisfaction	<---	Motivated to perform tasks well	.131	.105	1.245	.213
I feel satisfied with the recognition I receive for my contributions	<---	Sense of purpose and enthusiasm when working on tasks	.242	.088	2.763	.006

Dependent variables		Independent variables	Estimate	S.E.	C.R.	P
I find my current job role fulfilling and meaningful.	<---	Sense of purpose and enthusiasm when working on tasks	.037	.099	.375	.707
The work environment contributes positively to my overall job satisfaction	<---	Sense of purpose and enthusiasm when working on tasks	-.098	.082	-1.197	.231
I am content with the opportunities for growth and development in my job	<---	Sense of purpose and enthusiasm when working on tasks	-.021	.084	-.250	.802
My job provides a good work-life balance, enhancing my job satisfaction	<---	Sense of purpose and enthusiasm when working on tasks	.027	.090	.296	.767
I feel satisfied with the recognition I receive for my contributions	<---	I am committed to achieving the goals and objectives of my job	.076	.078	.966	.334
I find my current job role fulfilling and meaningful.	<---	I am committed to achieving the goals and objectives of my job	-.014	.089	-.159	.873
The work environment contributes positively to my overall job satisfaction	<---	I am committed to achieving the goals and objectives of my job	-.053	.073	-.723	.470
I am content with the opportunities for growth and development in my job	<---	I am committed to achieving the goals and objectives of my job	.020	.075	.266	.790
My job provides a good work-life balance, enhancing my job satisfaction	<---	I am committed to achieving the goals and objectives of my job	-.099	.081	-1.232	.218

Dependent variables		Independent variables	Estimate	S.E.	C.R.	P
I feel satisfied with the recognition I receive for my contributions	<---	I believe my efforts contribute significantly to the success of the organization	-.107	.074	-1.440	.150
I find my current job role fulfilling and meaningful.	<---	I believe my efforts contribute significantly to the success of the organization	.140	.084	1.665	.096
The work environment contributes positively to my overall job satisfaction	<---	I believe my efforts contribute significantly to the success of the organization	.131	.069	1.891	.059
I am content with the opportunities for growth and development in my job	<---	I believe my efforts contribute significantly to the success of the organization	.061	.071	.868	.386
My job provides a good work-life balance, enhancing my job satisfaction	<---	I believe my efforts contribute significantly to the success of the organization	.009	.076	.118	.906
I feel satisfied with the recognition I receive for my contributions	<---	The tasks I perform align with my personal values and interests	.349	.099	3.533	***
I find my current job role fulfilling and meaningful.	<---	The tasks I perform align with my personal values and interests	-.048	.112	-.427	.669
The work environment contributes positively to my overall job satisfaction	<---	The tasks I perform align with my personal values and interests	-.061	.092	-.664	.507

Recognition for Contributions & Motivation to Perform Tasks Well:

There is a positive relationship between being motivated to perform tasks well and feeling satisfied with the recognition received for contributions. However, this relationship is not statistically significant, indicating that the observed association might be due to chance.

Fulfillment & Meaning of Job Role & Motivation to Perform Tasks Well:

The data suggests a negative relationship between being motivated to perform tasks well and finding the job role fulfilling and meaningful. Yet, this relationship is not statistically significant, implying that the observed connection might not be reliable.

Work Environment & Motivation to Perform Tasks Well:

There appears to be a positive connection between work motivation and perceiving that the work environment contributes positively to overall job satisfaction. However, this relationship is not statistically significant, suggesting that the observed link could occur by chance.

Opportunities for Growth & Motivation to Perform Tasks Well:

The results indicate a very weak positive relationship between being motivated to perform tasks well and being content with opportunities for growth and development. This relationship is not statistically significant, indicating that the data doesn't provide strong evidence for this connection.

Work-Life Balance & Motivation to Perform Tasks Well:

There seems to be a positive relationship between work motivation and the perception that good work-life balance enhances job satisfaction. However, this relationship is not statistically significant, suggesting that this connection might not be reliably present.

Recognition for Contributions & Sense of Purpose and Enthusiasm:

There is a strong positive relationship between having a sense of purpose and enthusiasm when working on tasks and feeling satisfied with recognition for contributions. This relationship is statistically significant, suggesting that individuals with a strong sense of purpose and enthusiasm tend to feel more satisfied with recognition.

Fulfillment & Meaning of Job Role & Sense of Purpose and Enthusiasm:

The data does not provide evidence for a significant relationship between having a sense of purpose and enthusiasm and finding the job role fulfilling and meaningful. The observed association is not statistically significant.

Work Environment & Sense of Purpose and Enthusiasm:

There is no significant relationship between having a sense of purpose and enthusiasm and perceiving a positive contribution of the work environment to overall job satisfaction. The observed association is not statistically significant.

Opportunities for Growth & Sense of Purpose and Enthusiasm:

The data does not support a significant relationship between having a sense of purpose and enthusiasm and being content with opportunities for growth and development. The observed association is not statistically significant.

Work-Life Balance & Sense of Purpose and Enthusiasm:

There is no significant relationship between having a sense of purpose and enthusiasm and the perception that work-life balance enhances job satisfaction. The observed association is not statistically significant.

Recognition for Contributions & Commitment to Job Objectives:

There is a weak positive relationship between being committed to achieving job goals and feeling satisfied with recognition for contributions. However, this relationship is not statistically significant.

Fulfillment & Meaning of Job Role & Commitment to Job Objectives:

The data does not provide evidence for a significant relationship between being committed to job objectives and finding the job role fulfilling and meaningful. The observed association is not statistically significant.

Work Environment & Commitment to Job Objectives:

There is no significant relationship between being committed to job objectives and perceiving a positive contribution of the work environment to overall job satisfaction. The observed association is not statistically significant.

Opportunities for Growth & Commitment to Job Objectives:

The data does not support a significant relationship between being committed to job objectives and being content with opportunities for growth and development. The observed association is not statistically significant.

Work-Life Balance & Commitment to Job Objectives:

There is no significant relationship between being committed to job objectives and perceiving that work-life balance enhances job satisfaction. The observed association is not statistically significant.

Recognition for Contributions & Belief in Contribution to Organization's Success:

There is a negative relationship between believing one's efforts contribute to the organization's success and feeling satisfied with recognition for contributions. However, this relationship is not statistically significant.

Fulfillment & Meaning of Job Role & Belief in Contribution to Organization's Success:

There is a positive relationship between believing one's efforts contribute to the organization's success and finding the job role fulfilling and meaningful. This relationship approaches statistical significance ($p = 0.096$), suggesting that further investigation might be warranted.

Work Environment & Belief in Contribution to Organization's Success:

There is a positive relationship between believing one's efforts contribute to the organization's success and perceiving a positive contribution of the work environment to overall job satisfaction. However, this relationship is not statistically significant.

Opportunities for Growth & Belief in Contribution to Organization's Success:

There is no significant relationship between believing one's efforts contribute to the organization's success and being content with opportunities for growth and development. The observed association is not statistically significant.

Work-Life Balance & Belief in Contribution to Organization's Success:

There is no significant relationship between believing one's efforts contribute to the organization's success and perceiving that work-life balance enhances job satisfaction. The observed association is not statistically significant.

Recognition for Contributions & Alignment of Tasks with Personal Values and Interests:

There is a strong positive relationship between feeling satisfied with recognition for contributions and the alignment of tasks with personal values and interests. This relationship is highly statistically significant.

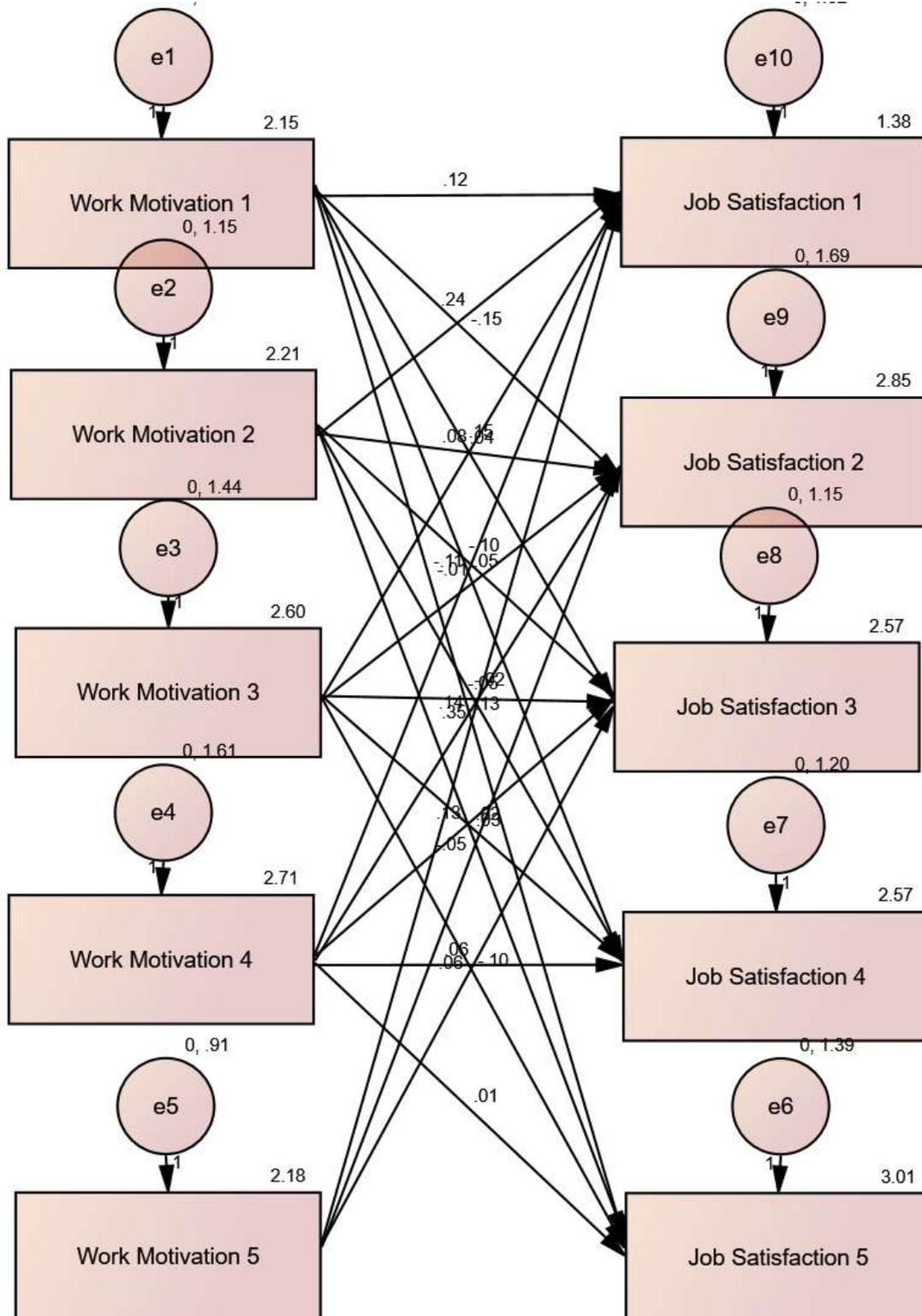
Fulfillment & Meaning of Job Role & Alignment of Tasks with Personal Values and Interests:

There is no significant relationship between the alignment of tasks with personal values and interests and finding the job role fulfilling and meaningful. The observed association is not statistically significant.

Work Environment & Alignment of Tasks with Personal Values and Interests:

There is no significant relationship between the alignment of tasks with personal values and interests and perceiving a positive contribution of the work environment to overall job satisfaction. The observed association is not statistically significant.

Fig 4 – OUTPUT TWOARDS THE MODEL



Findings

- These demographic factors provide us a thorough grasp of the demographics of our participant sample, enabling us to place the study's findings within these groups.
- This hints at a reasonable level of dedication to achieving the aims and targets of their work.
- This shows that, on average, participants indicated a modest level of motivation and passion for their work.
- This indicates that individuals were generally somewhat motivated to complete their work responsibilities successfully.
- Participants generally moderately agreed that the jobs they undertake correspond with their own beliefs and interests as evidenced by their moderate opinion that their efforts significantly contribute to the success of the business.
- This indicates that there may be a statistically significant gender difference in job motivation.
- This shows there is no statistically significant gender difference in work satisfaction.
- This suggests a statistically significant difference in SEM scores between genders.
- This shows that there is no statistically significant variation in work motivation across groups of workers with varied lengths of employment.
- This implies that there is a statistically significant variation in SEM scores across different work tenure groups, but it does not appear that job satisfaction is affected by different job tenure groups.
- Based on the SEM analysis, many of the relationships between the variables and aspects of job satisfaction are not statistically significant, suggesting that the observed associations might be due to chance. However, there are a few relationships that show some potential for significance, such as the positive relationship between a sense of purpose and enthusiasm and feeling satisfied with recognition for contributions, as well as the relationship between believing

efforts contribute to the organization's success and finding the job role fulfilling and meaningful (though not statistically significant at the conventional 0.05 threshold). Further analysis and larger sample sizes could provide more conclusive insights into these relationships.

Suggestion

We can put the study's findings into a relevant perspective based on these demographic characteristics thanks to the given insights, which provide a full understanding of the demographic makeup of our participant sample. It is clear that participants show a reasonable level of dedication to attaining the aims and objectives of their jobs. In addition, individuals generally appear to approach professional assignments with a reasonable feeling of purpose and passion, showing a balanced degree of intrinsic drive. The information indicates that participants are somewhat motivated to complete their assigned activities. Participants' moderate belief in their contributions to the organization's success as a whole is another notable conclusion.

Participants also often agree to a considerable extent that the activities they perform align with their personal beliefs and interests. Notably, gender does not appear to greatly affect job satisfaction, but it does show to have a major impact on work motivation. Interestingly, there is a big difference in the Structural Equation Modeling (SEM) results between the sexes. However, employment duration has a big impact on SEM scores but does not appear to have a significant impact on work motivation or job satisfaction. These revelations establish a strong basis for comprehending the complex dynamics at play within our participant cohort and the numerous elements affecting their perceptions and motives.

Conclusion

In conclusion, the analysis of the demographic characteristics of our participant sample has provided a thorough understanding of its make-up, enabling us to interpret the study's findings within these demographic categories. The participants' moderate focus to accomplishing their professional goals and objectives is a sign of a balanced commitment to their jobs. Additionally, the somewhat stated degrees of work engagement purpose and zeal highlight individuals' overall intrinsic drive. Overall, the study's results show a moderate degree of desire for carrying out work activities well, and participants typically express a modest conviction in their crucial contribution to the success of the company. Furthermore, participants often express a modest level of acknowledgement for how activities correspond with their particular beliefs and interests. While gender greatly affects work motivation and structural equation modeling scores, job satisfaction is not considerably impacted. Similar to how employment duration seems to have little effect on job satisfaction and motivation, it has a big impact on structural equation modeling results. Our comprehension of the participant cohort and the complex elements influencing their motives and perceptions is improved overall by these findings.

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