

THE IMPACT OF MOTIVATION SYSTEM ON JOB SATISFACTION: CASE OF PRIMA CEYLON LIMITED GROUP OF COMPANY

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Introduction

Naturally every individual has unique needs and desires that need to be satisfied and the satisfaction are reflected in their behavior they exhibit in different circumstances. Especially their behavior plays a significant role in their work places. Gibson et al. (2000) have identified a number of factors such as social, cultural and job related factors that are influencing the employees' behavior. The two interdependent variables, motivation and satisfaction are the key elements that help the organizations achieve success. The employees in the knowledge era are more prudent about their rights and obligations. Therefore fulfilling their expectations is vital important in the twenty first century. Buitenbach and De Witte (2005) cited that employees satisfied with their jobs can be the better representative for the organization and they can show more organizational commitment.

Motivation is a basic psychological process. It a decision making process through which the individual chooses desired outcomes and sets in motion the behaviors appropriate to acquiring them (Huczynski and Buchanan, 1991). Motivation is believed to lead to an increase in employees' work performance. Robbins (2001) defined it as the processes that account for an individual's intensity, direction and persistence of effort toward attaining a goal.

Job satisfaction is a complex phenomenon that has been studied quite extensively. Various literature sources indicate that there is an association between job satisfaction and motivation. Motivation is hard to define, but there is a positive correlation between job satisfaction, performance and motivation, whereby motivation encourages an employee, depending on their level of job satisfaction, to act in a certain manner (Hollyforde, 2002). Rue and Byars (1992) refer to job satisfaction as an individual's mental state about the job whereas Robbins et al. (2003) argues that an individual with high job satisfaction will display a positive attitude towards their job, and the individual who is dissatisfied will have a negative attitude about the job.

Prima Ceylon Limited Group of Company is located at China Bay in Trincomalee in the Eastern Province of Sri Lanka. The Main function of this institution is to supply flour to the people in Sri Lanka and exports flour to some other countries like China, Thailand, Singapore and Malaysia. This firm has won the medal for best administration in the Asia region. There are 500 employees are working in this company including the administrative officers. But there are 1000 employees are working in Prima Ceylon Limited Group of Company but these labour forces are supplied by other agents companies.

The purpose of this investigation was to analyze the relationship between motivation and job satisfaction of employee of the Prima Ceylon Limited Group of Company. In addition, present motivation scheme of this company was also analyzed to know its suitability.

Methodology

In order to conduct this study, a quantitative approach was deemed to be appropriate. If the purpose of the research is to identify factors that produce an outcome, to measure the effects of an intervention, or to understand the best outcome predictors, quantitative methods are the most appropriate (Creswell, 2003). A random sampling technique was adopted to select employees for this study and 100 questionnaires were distributed to those selected employees. Statistical package, SPSS 16.0 version was used to do analysis the data. The data collected were scrutinized using factor analysis. Pearson product-movement correlation was used to find the relationship between the requested variables. The combine effects of the independent variables were analyzed by using multiple regression analysis. The following hypotheses were used in this study and findings have been discussed in the following section:

H1: There is a relationship between financial motivation (FM) and job satisfaction (JS).

H2: There is a relationship between non-financial motivation (NFM) and job satisfaction (JS).

H3: There is a relationship between motivation and job satisfaction.

Discussion and Conclusion

The table 1 shows the results of the descriptive analysis. It reveals the level of variables such job satisfaction was moderate level. Financial motivation and non-financial motivation were high.

Table 1. Descriptive Analysis of the Financial, Non-Financial Motivation and Job Satisfaction

Variable	Mean	Median	SD	Maximum	Minimum
FM	1.9033	1.9167	0.15385	2.25	1.42
NFM	1.5577	1.5385	0.26967	2.15	1.08
JS	2.0457	1.9286	0.55044	3.29	1.14

The result of the correlation analysis found there is significant positive relationship between financial motivation and job satisfaction ($r = 0.513$). And there is a positive relationship between non-financial motivation and job satisfaction ($r = 0.719$) which are significant at 0.00 level. According to multiple regression analysis Coefficient of determination (R^2) was 0.575 found to be normal, which shows that 58% of the variation in job satisfaction can be explained by the motivation.

There was a positive relationship between financial motivation and employee job satisfaction. Furthermore nonfinancial motivation has too, a positive relationship with employee job satisfaction. That is to say, the level of employee job satisfaction is determined accordance with the level of motivation system In the light of the finding of this research, the researchers conclude that the motivation system provides job satisfaction to the employees in Prima Ceylon Limited.

The analysis of the motivation system adopted by Prima Ceylon Ltd illustrates that the both the financial and nonfinancial motivation systems are rated important among the employees. It was found that there is a strong positive relationship between both systems. It was also found that the majority of the employees are not fully satisfied with their jobs. Therefore it is understood that the current motivation system of this company has some weaknesses which should be studied comprehensively to come out some strategies to overcome those problems.

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