

How Job Satisfaction is Influenced by Work Place Environment: An Empirical Study

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ABSTRACT

This study refers to how job characteristics, work environment, pay satisfaction, and advancement opportunities influence employee's job satisfaction. The study results showed that job clarity, effective communications with management, a participatory management approach, organizational support of career development, opportunities for advancement, and family-friendly policies are all significant variables affecting the job satisfaction of employees. The effect of pay satisfaction on employee job satisfaction was not significant. This study also found gender differences in factors affecting employee's job satisfaction.

The purpose of this research was to measure the effect of work motivation on employee job satisfaction in Madhyanchal Vidyut Vitran Nigam Limited (MVVNL), Lucknow. A Self-administered questionnaire consisting of several measures was employed to gather data from the technical and supporting employees who work in different sections of the MVVNL like the distribution, maintenance, office, area chief engineer and sub Stores of Lucknow. The gathered data were utilized to test the model using the PLS-SEM approach with Smart PLS. The results showed that the essential features of work motivation are manager's leadership styles, motivation practices, employee job expectations, reward management system and working environment, whereas the identified consequence was employee job satisfaction. All five variables had a positive effect on job satisfaction and among them, employee job expectations and manager's leadership style had the highest influence and the reward management system had the least influence on job satisfaction. Further, this study offers thoughts for managers by pinpointing the critical factors influencing that motivate employees in MVVNL.

Keywords - job satisfaction, communications, employees, opportunities, public sector

I. INTRODUCTION

The productivity of public sector employees is a cause of increasing concern in most countries in the 1990s. This concern is particularly great in India, where the size of the public sector is large in relation to the private sector (compared with other countries), and where the level of governmental revenues have fallen substantially over the past decade.

The scientific study into productivity improvement dates at least back to the pioneering work of Frederick Taylor in the second decade of this century. His scientific management began the development of the empirical foundations for the analysis of employee productivity. Later, in the 1930s, studies by Elton Mayo led to the discovery of what was termed the Hawthorne Effect, which led to the development of the human relations approach to management. The human relations approach postulates that treating employees less as if they are automatons will lead to improved productivity.

Maslow (1954) built the theory of the hierarchy of needs on the needs, wants, and hungers of individuals. Skinner considered an individual's needs, wants, and hungers as good examples of inner causes of behavior the second link in his theoretical chain.

The role of workplace interventions on employee job satisfaction is a critical area of study, particularly in the context of government sector employees (Arnolds and Boshoff, 2001). Job satisfaction refers to an employee's overall contentment with their job and work environment. Positive job satisfaction has been linked to increased productivity, lower turnover rates, improved mental and physical health, and enhanced overall organizational performance (Mulinge and Muller, 1998). Workplace interventions are strategies or changes implemented by organizations to improve various aspects of the work environment and employee well-being.

In the specific context of government sector employees, there are several important factors to consider when examining the role of workplace interventions on job satisfaction:

- 1. Work Environment Enhancement:** Government workplaces often have unique challenges such as bureaucracy and rigid structures. Interventions aimed at improving the physical workspace, providing necessary resources, and creating a more flexible work environment can positively impact job satisfaction. This might involve modernizing office spaces, ensuring access to up-to-date technology, and promoting a culture of collaboration.
- 2. Training and Skill Development:** Government employees, like any other sector, require continuous training and development opportunities. Workplace interventions that offer skill-building workshops, seminars, and training programs can enhance job satisfaction by allowing employees to improve their competencies and stay updated in their field.
- 3. Recognition and Rewards:** Recognizing and appreciating government employees' efforts is crucial. Interventions that involve implementing fair and transparent reward systems, performance evaluations, and acknowledgment of achievements can contribute to higher job satisfaction levels.
- 4. Work-Life Balance:** Balancing work responsibilities with personal life are important for job satisfaction. Interventions that support flexible work arrangements, telecommuting, and family-friendly policies can improve employees' overall well-being and satisfaction.
- 5. Communication and Feedback:** Transparent communication from management and regular feedback mechanisms are essential in government settings. Interventions that encourage open communication, regular performance evaluations, and opportunities for employee input can help address concerns and boost job satisfaction.
- 6. Career Growth and Advancement:** Government employees often value opportunities for career progression. Interventions such as mentorship programs, clear career paths, and professional development plans can demonstrate the organization's commitment to employee growth and satisfaction.
- 7. Workplace Health and Wellness:** Employee well-being significantly impacts job satisfaction. Interventions that focus on providing access to wellness programs, mental health support, and a healthy work-life balance can lead to increased job satisfaction and overall employee happiness.
- 8. Inclusive and Diverse Environment:** Promoting diversity and inclusivity is important in any workplace, including the government sector. Interventions that ensure equal opportunities, prevent discrimination, and promote diversity can contribute to a more satisfied and engaged workforce.
- 9. Leadership and Management:** Effective leadership plays a crucial role in job satisfaction. Interventions that focus on leadership development, management training, and creating supportive and approachable leadership teams can positively influence employees' perceptions of their work environment.

II. LITERATURE REVIEW

Employee's job satisfaction is pleasure that an employee derives from his/her Job. It is an attitudinal variable that describe how people feel about their job. (Agho, Mueller, and price, 1993). Similarly Sousa-Poza and Sousa-Poza suggest job satisfaction is determined by the balance between inputs and out puts. According the concept, human has basic and universal needs and that, individual needs are fulfilled in their current situation, and then that individual will be happy. Job satisfaction depends on balance between work role inputs (pain)- like education, working time, effort, and work out puts (pleasures) like wages, fringe benefits, status, task importance, working conditions, and intrinsic aspects of the job (Friedlander and Margulies, 1969). If work outputs (pleasures) are relative to work role inputs (pains). Frederick Herzberg Theory: Herzberg an American Behavioural scientist suggest that people show their dissatisfaction with salary, job security or organization policy. However, improvement regarding these dissatisfying factors do not necessary mean to have satisfying employees. He identifies hygiene factors like recognition, achievement and growth. According to him these might be helpful to raise job satisfaction level .The independent effect of hygiene factor is inconclusive and have been revisited time and again. Hackman & Oldham theory of job characteristics: This theory was first introduced in 1975. The concept of this theory revolves around five core work and three psychological dimensions. Skill variety, task identity, task significance, autonomy, and task feedback are the work attributes that result in three psychological states namely meaningfulness of work, responsibility for work outcome, and knowledge of work activities.

III. THEORETICAL BASIS AND RESEARCH HYPOTHESIS

Definition of Job Satisfaction

There are a plethora of definitions of job satisfaction, some of which are contradictory in nature. Spector (1997) refers to job satisfaction in terms of how people feel about their jobs and different aspects of their jobs. Ellickson and Logsdon (2002) support this view by defining job satisfaction as the extent to which employees like their work.

Schermerhorn (1993) defines job satisfaction as an affective or emotional response towards various aspects of an employee's work. The author emphasizes that likely causes of job satisfaction include status, supervision, co-worker

relationships, job content, remuneration and extrinsic rewards, promotion and physical conditions of the work environment, as well as organizational structure.

Similarly, Mc Namara (n.d.) points out that job satisfaction refers to an individual's feeling or state of mind giving heed to the nature of the individual's work. The author further explains that job satisfaction can be influenced by a diversity of job dimensions, inter alia, the quality of the employee's relationship with their supervisor, the status of the physical environment in which the individual works, degree of fulfillment in work.

Demographic Variables

The most important demographic variable that receives huge attention in job satisfaction research is sex. A number of empirical studies on job satisfaction have suggested that female workers have lower level of job satisfaction than their male counterparts because male officials dominate most of the public organizations.

Another common demographic variable studied is educational level. Most of the researches on the relationship between education level and job satisfaction yield consistent findings. Especially Griffin, Dunbar & McGill (1978) found that workers with higher educational level would tend to be more satisfied with their job than workers with lower educational level. The third commonly identified variable in the research on demographic characteristics is age. Worker's age has been found to have a negative impact on worker's job satisfaction (Buzawa, 1984). This means that younger workers are more satisfied with their jobs than their senior counterparts.

The fourth and final variable is the job assignment of a public official. Public officials have many different interests, and these are sometimes satisfied on the job. However, the more public officials find that they can fulfill their interests while on the job, the more satisfied they will be with those jobs. For example, a recent study results showed that university graduates were more satisfied with their jobs when these were consistent with their university majors than when these fell outside their fields of interest (Vandenberg & Lance, 1992).

Relationship between Work Motivation and Job Satisfaction

The concept of motivation is often linked to job satisfaction. The relationship between work motivation and job satisfaction has been supported by several studies in different areas. Employees have to spend most of their time at workplace and need satisfaction at that place. Supporting this outlook, Greenberg and Baron (1993) investigates the link between work motivation and job satisfaction and concludes that work motivation increases, and job satisfaction also tends to increase. Similarly, profuse researchers have agreed on their findings that job satisfaction is very much rely on work motivation. Zobal (1998) showed that work motivation influences job satisfaction of university academics. Above all, job satisfaction would be reached when an employee is motivated to do work by his/her own will. The proposed model for this study shows a connection between motivation and job satisfaction, as suggested by who pinpoints that specific factors like manager's leadership style, motivation practices, reward management system, employee job expectations and working environment are commonly identified influences upon employee satisfaction. The figure 1 shows the research model.

The relationship of job satisfaction with managers' leadership style, motivation practices, reward management system, employee job expectations and working environment are explained below:

Relationship between Manager's Leadership Style and Job Satisfaction

Manager's leadership style in motivation has been regarded as one of the influential factors in employee job satisfaction (Politis, 2001). A study by displayed that manager's leadership style in motivation can provide the job satisfaction to employees. Similarly, Wanous and Lawler (1972) exhibited that the leadership style of managers contributes to employee's job satisfaction in five-star hotels. In this way, conducted an analysis on the link between leadership style and job satisfaction of library staff was revealed a positive relationship, which means the better the leadership style found in an entity, the higher the level of job satisfaction felt by employees. Therefore, the following hypothesis is formulated:

H1: Better the leadership style the higher the level of job satisfaction

Relationship between Motivation Practices and Job Satisfaction

Motivation and job satisfaction are indispensable components for holding employees and in fact the motivation is a higher priority than job satisfaction. As indicated by motivation is at all is essential to drive workers to perform by filling to their desires. A few investigations were conducted about the relationship of motivation and job satisfaction and indicated a positive relationship between motivation and job satisfaction among a group of information specialists. Similarly Lease (1998), demonstrated that motivation has a significant positive relationship with job satisfaction. In the educational institutions, research uncovered that there is positive link between motivation and job satisfaction of instructors. Along these lines, the examination estimated that:

Relationship between Hypothesis between Reward Management System and Job Satisfaction

It is well acclaimed that both financial and non-financial rewards are influencing the motivation and job satisfaction of employees. Thus, organizations should opt proper reward systems to increase employees’ job satisfaction. Locke (1980, 1976) recommends that the kind of reward system in which employees perform strongly impact the satisfaction. Many studies have shown positive results about the links between reward system and employee’s job satisfaction. Further, a study conducted by found a positive relationship between rewards system and job satisfaction. Comparable outcomes were found in research done by that employee’s job satisfaction is positively predisposed by reward. As indicated by for non-managers, job satisfaction is influenced by more extrinsic rewards than intrinsic rewards. Thus, the following hypothesis is formulated.

H3: Better the reward management system higher the level of job satisfaction

Relationship between Employee Job Expectations and Job Satisfaction

Expectations part contains the inquiries regarding how the workers feel about the fate of his/her work and his/her Expectations concerning it. The organization should structure the jobs with the goal that they will meet the worker's desires. Job satisfaction and disappointment not just relies upon the nature of the work, it also relies upon the expectations what the work supply to a worker (Scandurra and Williams, 2004). On the other hand, that the job disregards to meet such desires, and employees will in general be disappointed. Baffled workers assume a notable role in work dissatisfaction. One of the components of the worker expectation is the job security at the work place, implying that the likelihood to lose the employment is very low (Bhatti and Qureshi, 2007). At the point when the job expectations are accomplished, workers will in general be satisfied. Moreover, disclosed a positive relationship between work expectations and job satisfaction. Hence, it is hypothesized as under:

H4: Meeting employee job expectations leads to employee satisfaction

Relationship between Working Environment and Satisfaction

The working outcomes are straightforwardly interlinked with workplace. The more relaxed the workplace is helpful to increase the productivity of the workers, further the worker will favor to work in a domain which is conducive for them (Parvin and Nurul 2011). The board must ensure that workplace is protected and working can be adaptable. Also, Job satisfaction is a form of-worker reaction to workplace conditions similarly displayed that satisfaction with working environment is positively connected with work achievement. Hence, the hypothesis is formulated as below:

H5: The better the environment is higher the level of the satisfaction

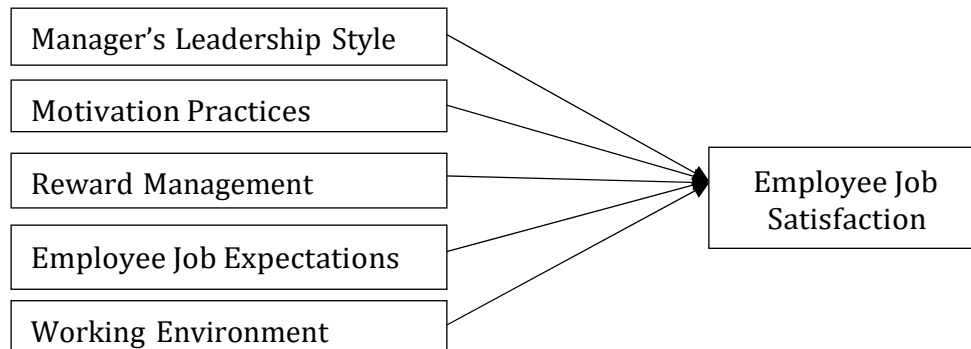


Figure 1: Research Model

Work Environment Variables

Herzberg (1959; 1966) developed two-factor theory of job satisfaction: “motivation” and “hygiene”. According to Herzberg’s theory, if handled properly, hygiene issues cannot motivate workers but can minimize dissatisfaction. Hygiene factors include company policies, supervision, salary, interpersonal relations and working conditions.

They are variables related to the worker’s environment. By contrast, a worker’s job satisfaction was influenced by factors associated with the work itself or by outcomes directly derived from it such as the nature of their jobs, achievement in the work, promotion opportunities, and chances for personal growth and recognition. Because such factors were associated with high levels of job satisfaction, Herzberg referred them as ‘motivation factors’. Hackman and Oldham (1975) proposed five “core” dimensions for evaluating the immediate work environment constituting the Job Diagnostic Survey UDS. These core dimensions turned out to be associated significantly with job satisfaction and a high sense of workers’ motivation. That is, the work environment source consisted of five dimensions, namely those of skill variety, task identity, task significance, autonomy

and feedback (Reiner, & Zhao, 1999). The most important characteristic that receives huge attention in Hackman and Oldham's study is the meaningfulness of the work that means to what extent the individual perceives the work as significant and important. Job meaningfulness can be defined as the product of three dimensions: skill variety (activities that challenge skills and abilities); task identity (the extent to which the job requires completion of a "whole", identifiable piece of work); task significance (how substantially the job has impacts on other people's lives).

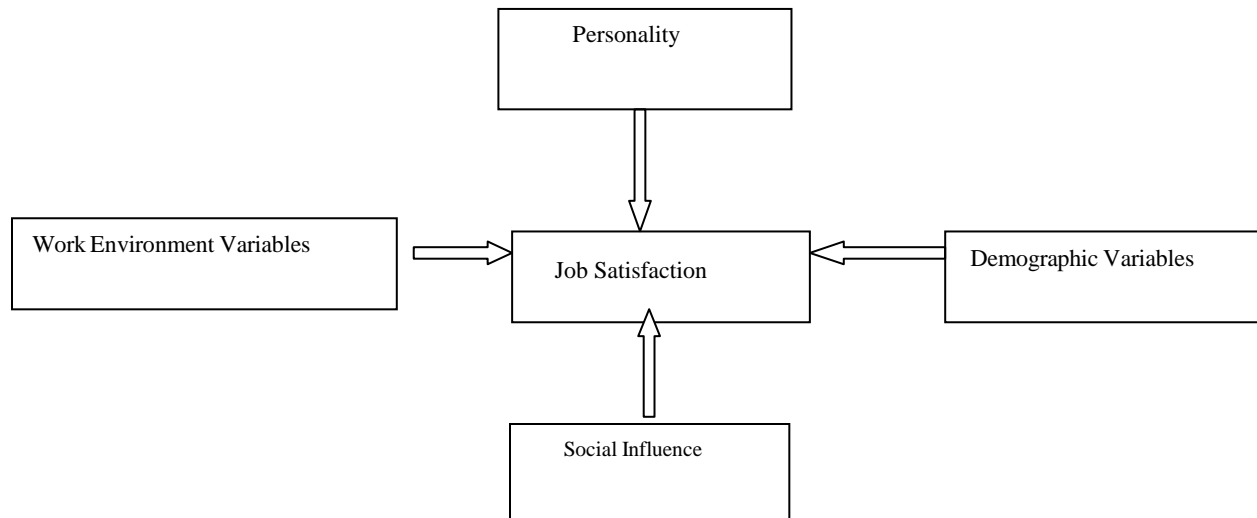


Figure 2: Determinants of Job Satisfaction

IV. POPULATION AND SAMPLING

The population of interest was the cohort of technical and supporting service category of employees which comprise middle level technical service, skilled technical service, clerical and allied service, driver service and office employeeservice at MVVNL in Lucknow, which consisted of Four hundred sixty nine employees (469).

Sample size was calculated using sample size calculator. 95% confidence level was chosen as the researcher wanted to ensure highest accuracy in the results. At 7% confidence interval, the sample needed was 188. However, a high non- response rate was expected and hence 469 sample-size was decided for this study. Thus, 469 (Technical service 271+ Supporting service 198) samples were selected using simple random sampling method, as the population framework for the target population is known for this study.

The study engaged 469 employees from technical and supportive service unit of MVVNL, Lucknow. Most of the respondents were male, 87.3%, female 12.7%. The vast majority of the workers are aged between 28-45 years with 36.2%. The detailed table 1 below illustrated the information about respondents.

V. SURVEY INSTRUMENT

The survey for this study was carried out using a self-administered questionnaire comprising 37 items. Leadership style (07) Items, Motivation practices (07) items, Reward system (04), Employee expectations (05), Working environment (04), and Job satisfaction (10). The items on the questionnaire were responded to using a 5- point Likert scale ranging from (1) Strongly disagree, through (2) Disagree, (3) Neutral, (4) Agree, and ending in (5) Strongly Agree.

Table 1: Demographic Profile of the Sample

	Category	N	%
Gender	Male	289	93.2
	Female	180	6.8
Service Type	Technical Service	271	67.7
	Supporting Service	198	49.5
Age	21-30 years	145	36.2
	31-40 years	215	53.75
	41-50 years	76	27.2
	Above 50 years	33	8.25
Education Level	Less than ordinary level	4	1.7
	Ordinary level	87	27.8
	Advanced level	154	55.3
	Diploma/Adv.Diploma level	6	2.4

VI. RESULTS AND FINDINGS

The results indicate significant relationships at the 91% confidence level between respondents' job satisfaction and occupational class ($r = 0.59, p < 0.01$), race ($r = 0.36, p < 0.01$), gender ($r = 0.72, p < 0.03$), educational level ($r = 0.38, p < 0.01$), tenure ($r = 0.65, p < 0.01$), income ($r = 0.53, p < 0.01$) as well as job status ($r = 0.43, p < 0.01$).

Furthermore, there was a significant relationship between age and job satisfaction ($r = 0.26, p < 0.05$) at the 91% confidence level. However, no significant relationship between marital status and job satisfaction was found ($r = 0.12, p > 0.05$).

This study opted the partial least squares structural equation modelling (PLS-SEM) method of data analysis employing Smart PLS3.2.7 (34). Smart PLS is right now the most complete programming for directing PLS-SEM examinations (35), the reason for using Partial Least Square analysis (PLS) in this study is to confirm previous theories about the effect of work motivation and job satisfaction of employee. PLS-SEM is a broadly recognized multivariate analytical method applied to estimate path models with latent variables. The appraisal of PLS-SEM results includes a two-step approach: (1) the assessment of the measurement models; and (2) the evaluation of the structural model (36).

VII. EVALUATION OF MEASUREMENT MODEL

The measurement model was evaluated by testing internal consistency reliability, convergent validity (CV) and discriminant validity (DV) (37). The score of the factor loading allows to assess individual item reliability. All factor loadings of reflective indicators were higher than 0.71 (38), except for the job satisfaction JS8 (0.554) item and Reward management R4 (0.649), which had a loading of less than 0.71 but more than 0.4. However, these items were retained as other items of the same construct have reached preferred AVE values (Hair et al., 2017). Further, the lowest loading items such as Leadership style (03), L3, L4 and L6; Motivation practices (03) , M2, M5, M6; Reward system (01), R3; Employee expectations (01), JE2; and Job satisfaction (06) , JS1, JS5, JS6, JS7, JS9, JS10 were dropped from the final analysis.

The reliability of the reflective constructs was measured by composite reliability (CR) and average variance extracted (AVE). Composite reliability (CR) was evaluated as a measure of internal consistency. As shown in Table 2, The results specified that the composite reliability for all of the constructs exceed the cut-off value (0.8). Motivation practices (0.919); manager's leadership style (0.906); employee job expectations (0.900); working environment (0.860); reward system(0.827) and job satisfaction (0.818) – thus showing the high internal consistency of the measures. Furthermore, all average variance extracted (AVE) scores exceed the threshold of 0.50, indicating the construct measures' convergent validity. Table 2 shows the

results of items loading, convergent validity (AVE) and composite reliability.

Lastly, Discriminant validity is checked through Fornell-Larker criterion; cross loading of the observed variables and the heterotrait-monotrait ratio of correlation (HTMT) . Table 3 shows the square root of the AVE for all factors exceeded the cross correlation values, confirming the discriminant validity. Besides, the results of cross-loading scrutiny prove that each latent variable measures dissimilar items, see appendix 1. Moreover, HTMT approach used to decide the DV of the constructs. To attain DV the score of the HTMT should not to be above 0.90. In this research, all the scores are less than threshold values (0.90), confirming the uniqueness of all constructs, as shown in table 4. Further, the variance inflation factor (VIF) scores for all measures, ranging 1.34-4.55 which is less than (5), indicating no multicollinearity issue in the structural model. Table 3 shows the VIF value for the constructs.

Table 2: Results of items loading, convergent validity (AVE) and composite reliability

Latent constructs	Items	Loadings	AVE	Cronbach Alpha	CR	rho_A
Manager's Leadership style	L1	0.910	0.71	0.865	0.906	0.906
	L2	0.917				
	L5	0.803				
	L7	0.725				
Motivation practices	M1	0.907	0.743	0.885	0.919	0.944
	M3	0.677				
	M4	0.918				
	M7	0.922				
Reward system	R1	0.825	0.602	0.673	0.818	0.71
	R2	0.840				
	R4	0.649				
Employee expectations	JE3	0.840	0.644	0.861	0.900	0.867
	JE1	0.827				
	JE5	0.816				
	JE4	0.775				
	JE2	0.750				
Working environment	WE1	0.747	0.608	0.791	0.860	0.816
	WE2	0.722				
	WE3	0.921				
	WE4	0.710				
Job satisfaction	JS2	0.727	0.551	0.716	0.827	0.739
	JS3	0.869				
	JS4	0.783				
	JS8	0.554				

Table 3: Correlations and DV results

	Mean	SD	Employee Job Expectations	Job satisfaction	Manager's Leadership Style	Motivation Practices	Reward Management System	Working Environment
Employee Job Expectations	2.673	.965	0.802	1.518				
Job satisfaction	3.330	0.690	0.676	0.742	1.404	1.507	1.292	1.236
Manager's Leadership Style	2.84	0.931	0.42	0.57	0.842			
Motivation Practices	3.380	0.724	0.435	0.521	0.419	0.862		
Reward Management System	3.053	0.696	0.313	0.363	0.268	0.043	0.776	
Working Environment	3.164	0.713	0.342	0.499	0.255	0.287	0.283	0.78

Note: Diagonal, italic elements represent square root of AVE, these should exceed the inter-construct correlations for adequate DV. Scores above diagonal elements are VIF Values.

Table 4: Heteroit - Monotrai Ratio (HTMT)

	Employee Job Expectations	Job satisfaction	Manager's Leadership Style	Motivation Practices	Reward Management System	Working Environment
Employee Job Expectations						
Job satisfaction	0.850					
Manager's Leadership Style	0.465	0.690				
Motivation Practices	0.461	0.636	0.451			
Reward Management System	0.440	0.522	0.327	0.346		
Working Environment	0.404	0.601	0.272	0.201	0.418	

VIII. STRUCTURAL MODEL AND HYPOTHESIS TESTING

The structural model examines the predictive capabilities and causal relationship between the constructs. The bootstrapping technique with resampling (5,000 resamples) was employed to estimate the statistical significance of the hypothesized model.

Table 5 displays the PLS results of the structural model. All five hypothesis are supported by the data. The results show that manager's leadership style has positive significant effect on employee job satisfaction (H1: $\beta = 0.238$, $p < 0.01$), as motivation practices (H2: $\beta = 0.202$, $p < 0.01$), reward management system (H3: $\beta = 0.130$, $p < 0.01$), whereas employee job expectations has a strongest impact on job satisfaction (H4: $\beta = 0.373$, $p < 0.01$) and working environment (H5: $\beta = 0.216$, $p < 0.01$).

Hair et al. (2017) propose that besides portraying the significance of the connections, researchers should also report the coefficient of determination (R^2), effect size (f^2) and predictive relevance (Q^2). Moreover, R^2 alludes to the explanatory power of the independent variable(s) with respect to their corresponding dependent variables. The model explains 64.2 percent

of the variance in employee job satisfaction by the antecedents of work motivation. Following, f^2 indicates effect size; how much an independent variable contributes to the dependent variable's R^2 . f^2 scores above 0.35, 0.15, and 0.02 can respectively be stated as strong, moderate, and weak. The results of f^2 demonstrate that employee job expectations has a medium to large effect on employee job satisfaction ($f^2 = 0.242$), whereas manager's leadership style ($f = 0.115$), working environment ($f = 0.107$) have weak to medium effect, while motivation practices ($f = 0.077$) and reward management system (0.037) weak to small effect. The results of Q^2 is revealed that the model has predictive relevance, since $Q^2 > 0$.

Table 5: The results of structural model assessment

Hypothesis	Paths	β	T-Value	Results
H1	Manager's Leadership Style -> Job satisfaction	0.238	6.246	Supported
H2	Motivation Practices -> Job satisfaction	0.202	6.170	Supported
H3	Reward Management System -> Job satisfaction	0.130	3.191	Supported
H4	Employee Job Expectations -> Job satisfaction	0.373	9.599	Supported
H5	Working Environment -> Job satisfaction	0.216	8.321	Supported

Table 6: Results of R^2 , Q^2 , and f^2

Latent constructs	Coefficient of determination (R^2)	Predict relevance (Q^2)	f^2	Effect size
Job satisfaction	47.2	0.354	-	
Manager's Leadership Style	-	-	0.115	Small to medium
Motivation Practices	-	-	0.077	Weak to small
Reward Management System	-	-	0.037	Weak to small
Employee Job Expectations	-	-	0.260	Medium to large
Working Environment	-	-	0.107	Small to medium

IX. DISCUSSION AND IMPLICATIONS

This study examines the relationship between work motivation and employee job satisfaction among 469 employees from technical and supportive employees of MVVNL, Lucknow.

The results of structural analysis is proved that all five work motivation factors influence the employee job satisfaction. The level of influence differs among them. The variables can be categorized in descending order based on level of influence as employee job expectations, manager's leadership style, working environment, motivation practices and reward management system. These findings are in line with several previous research like the study by showed that remuneration, management, work environment, in-service training, tasks and supervision positively affects the job satisfaction.

The results of this study has revealed that the employee job expectations has more positive significant effect on employee job satisfaction at Lucknow This findings is also supported by Employee feels that their job is highly secured in terms of security. Similarly, the prevailing job security and the hope that of an employee working at MVVNL, Lucknow can lead a successful life.

The results showed that the manager's leadership style has positive significant effect on job satisfaction of the employee. While employee maintains good relationship with their superiors, they do focus on employee jobs and responsibilities at MVVNL. Moreover, the managers should direct the subordinates towards developing the skills and working abilities however, this quality of managers need further improvements, as supported by In addition to this it was also observed that the communication with direct supervisor, sharing information and sharing necessary knowledge with employee need to be improved at MVVNL to further enhance the employee job satisfaction.

Further, the study also indicated that the working environment has a positive effect on their employee satisfaction at Lucknow. Employees highly believe that the working environment is safe and the existences of occupational health care facilities at the work place are up to the requirements. Further the safety of tools and equipment needed to work is also at the satisfactory level

Further, the reward management system at Lucknow is also at the satisfactory level. This shows that a good salary is received by the employees while many employees perceive that the salary level is same to some extent compared to other employees of same category working in other organization. However, a special concern was noted with non-financial rewards such as flexible working hours, long lunch time, extra vacation days, health care plan and insurance plan motivate them. However, it is noted that non-financial rewards are available at MVVNL, however employees are not much inspired by them

X. CONCLUSION AND LIMITATIONS

Job satisfaction has been subject of great interest among behavioral scientists and Human resource management researchers over period of time. Number of organizational, individual, and psychological factors has been identified to enhance satisfaction level. However, these factors have been revisited time and again and job satisfaction determinants information is still inconclusive. This has led to develop a conceptual model and test it in developing country to assess the magnitude of different factors that might enhance job satisfaction of employee in public sector work setting. It is anticipated that results of this study will enable to understand the concept of public employees' job satisfaction with further refined perspective.

Motivation is the most crucial part in HRM and many organizations use various distinct strategies to retain their human resources. Literature evidenced that high level of motivation pushes greater level of job satisfaction. In that ground, factors affecting employee job satisfaction can be dependent on five factors namely manager's leadership style, motivation practices, reward management system, employee job expectations and working environment. As researcher, believed that these five categories do not provide equal weight for employee job satisfaction; this research focused on finding the corresponding weights or gravity given by these five classifications on employee job satisfaction. The researcher was interested to identify to what extent have the five factors impacted on employee job satisfaction based on the study of MVVNL in Lucknow. The overall objective was to assess the influence of employee motivation on job satisfaction in MVVNL in Lucknow. It was found out that all the five work motivation factors influence the employee job satisfaction. Among them the highest influence is made by employee job expectation whereas the lowest influence is made by reward management system.

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