

Effect of Work Motivation on Job Satisfaction in Mobile Telecommunication Service Organizations of Pakistan

Rizwan Saleem (Corresponding author)

MS, Mohammad Ali Jinnah University, Islamabad, Pakistan
Tel: 92-321-501-6378 E-mail: Rizwanprofessional@gmail.com

Azeem Mahmood

MS, Mohammad Ali Jinnah University, Islamabad, Pakistan
Tel: 92-345-587-6377 E-mail: Azeem.Mahmood@hotmail.com

Asif Mahmood

Phd-Scholar, Mohammad Ali Jinnah University, Islamabad, Pakistan
Tel: 92-332-537-1941 E-mail: Attarijinnah@gmail.com

Abstract

Study Objectives: The purpose of this investigation was to determine the impact of work motivation on job satisfaction in mobile telecommunication service organizations in Pakistan. In addition, the study aimed at exploring to what extent the employees are satisfied with different dimensions of their job.

Research Design/Methodology: A survey-based descriptive research design was used. The study was carried on employees working in two service provider organizations of Pakistan. About 60 survey questionnaires were distributed in October, 2009 by using in person and email modes of communication. Stepwise regression analysis, correlation and p-value were used to confirming the research hypotheses.

Results: As p-value is less than .05 so it can be said that the variables chosen for the study are not highly significant. The value of R square is too low that can be used for the relationship analysis of the variables. The value of beta is showing the positive relationship between the dependent and independent variables but not a strong relationship. The employees in the telecom organizations are quite satisfied by their jobs.

Research limitations: The focus of the study was employees working at telecom sector in Pakistan only. Questionnaire survey was used to measure job satisfaction and work motivation. Since respondents were from two telecom organizations only and the sample was quite small so the findings cannot be generalized to all employees of telecom sector in Pakistan.

Practical implications: Considering the importance of employee's satisfaction and its effect on effectiveness and productivity of the organizations, the management and corporate gurus should take necessary actions accordingly.

Keywords: Work motivation, Job satisfaction, Zong, Ufone

1. Introduction

There are many studies which explored the existing trend on job satisfaction and work motivation around the globe but there was scarcity of this work in the local environment. Copious researchers agreed on their finding that job satisfaction was dependent on work motivation. In past papers, every researcher has defined each variable and to some extent about the relationship of work motivation with job satisfaction.

Whilst putting a glance on organizations, it was examined the main challenges for the companies was to create and promote the best HRM practices and to enhance the employee's performance by implementing different strategies. In addition to these approaches were; training, promotions, compensation to employees, motivation, salary increment and bonus, team empowerment and performance related pay. Job satisfaction formulates the employee more considerate and concerned for the organization. The multinational organizations always take considerable actions to improve the employee's performance in every stage of their profession. On the other hand, it should be borne in mind that motivation is not a magic show that can perform miracles. There is no

secret or trick to motivate people to do good work. It took just few things in consideration to create motivation like spending fair time with staff, advice people what ought to be done, what standards you expect, work on their problems and help them to succeed. Motivation can only be improve if the particular member of staff is trained to obtain vital skills and ability such as training could be both on the job and off the job. But with the condition the training components are designed in such a way which helps in achieving their motivational learning objectives of work.

In conclusion, Human Resource Management (HRM) is a planned and sound approach to the most valued assets of management. The employees put their effort individually and collectively with more commitment and loyalty for the achievements and goals of the organization or business (Armstrong, Michael, 2006) and that's why this trend has been increased with the passage of time. Thus, different practices and approaches have been used and work motivation is one of them. In the previous studies, authors explained work motivation with different intervening variables (intrinsic and extrinsic rewards). In this paper, researchers try to find the direct relationship of work motivation with job satisfaction. There would be no utility of intervening variables in this study. In simple words, authors tried identifying the effect of oral motivation (without intrinsic and extrinsic rewards) on job satisfaction.

1.1 Rationale for the study

The rationale for this study is the basic psychology of the human mind about job satisfaction that a person motivated to do a task or a job was having more satisfaction from that task or work. Secondly, the query to solve that what makes an employee a satisfied employee in an organization. The more the satisfied employees, the higher would be the organizational performance.

1.2 Problem statement

Researchers have analyzed that there are many factors that can effect the job satisfaction of the employees; work motivation is one of the factors. Our study will cover the effect of motivation on the job satisfaction.

1.3 Objectives of research study

The main purpose of this study is to identify the relationship among the work motivation and job satisfaction.

The classification of objectives is as under:

- Determine the level of motivation of employees
- Determine the level of job satisfaction of employees
- Analyze the effect of work motivation on job satisfaction

1.4 Significance of Study

The research is based on the human resource management practice that is motivation. It is a deliberated fact that in our country, very few researchers are working in this area, so authors have chosen this area for research that would be helpful for further research and exploration of new ideas in this field. It will also provide an insight into the fact that how job satisfaction can be enhances within the organizations. In developing countries like Pakistan, it is required to work on such areas that can be developed to increase the productivity of employees and thus of the organizations as well.

1.5 Surrounding of the Study

The study is surrounded to telecommunication service organizations in Islamabad.

2. Review of Literature

2.1 Job Satisfaction

Job satisfaction has remained a remarkable area of discussion in the field of management, psychology and especially in organizational behavior and human resource management, for a long period. Many economists have paid attention and inclination towards this subject in recent years (Kosteas, 2009). According to Ramayah, Jantan, and Tadisina (2001), Job satisfaction explains how employees are buoyant to come to work and how they get enforced to perform their jobs. What are the things who make happy an employee on doing work and not to leave the job? Other researchers narrate job satisfaction as being the outcome of the worker's appraisal of extent to which the work environment fulfillment the individuals needs (Dawis & Lofquist 1984). According to Locke (1969), job satisfaction is a state of emotional gladness, results from the achievement of the goals that one get through performing his part of contribution inside an organization.

Rao (2005) in his study discussed that satisfaction at the job for a person acts as a motivation to work. In

addition motivation leads people to their job satisfaction. It is not only self satisfaction and identity pleasure, but also blends of psychological and environmental effect of the people for their happiness with their work (Khan 2006). Thus Aswathappa (2003) discussed about the determinants of job satisfaction as it said that the wage payment and monetary rewards are the two determinants. Different organizations employ different wage system and other rewards. The organizations pay wages and salaries along with incentives, perquisites, and non-monetary benefits.

Velnampy (2008), in his study on job attitude and employees performance concluded that job satisfaction contains positive influence on the performance of the employees as it enhances job involvement and the higher performance also makes people feel more satisfied and committed to the organization. The satisfaction and performance of the employee works in a cycle and are interdependent. Job satisfaction and involvement of the employee leads him to have high levels of performance.

Shahu & Gole (2008), in their research define effects of job satisfaction on performance, they had sum up their findings on a factor that work satisfaction should be considered by the organization as important plan which needs to be extend in order to improve employees performance and where employees can put their best performance. Performance level lowers with lower level satisfaction scores. There should be some awareness programs, pertaining to the stress & satisfaction level in the industries. It will help organizations to understand the benefits of stress knowledge in relation to satisfaction and goal achievement in the industry.

Shah & Shah (2008), in his study of "job satisfaction and fatigue variables" found the negative relationship between the fatigue and satisfaction from the job. The fatigue has found as negative predictor of Job Satisfaction. The study clearly indicates the different issues for Call Centre employees in the context of Indian economy in which the researcher said that there are various factors leading to dissatisfaction that are "on the job" and "off the job". It's also been discussed in the study that if fatigue get minimized, job satisfaction can be improved by various innovative and encouraging strategies.

2.2 Work Motivation

Luthans (1998) asserts that motivation is the process that arouses, energizes, directs, and sustains behavior and performance. Motivation encourage people internally towards the actions which helps them to achieve a preferred task employ effectiveness is a way which can inspire people to their work and can bring more work motivation to their commitment of their jobs. Intrinsic motivation, however, can be defined as the motivation to perform an activity for it, in order to experience the pleasure and satisfaction inherent in the activity (Deci, Connell, & Ryan, 1989). According to cognitive evaluation theory and self-determination theory (Gagne' & Deci, 2005), rewards that are interpreted as information about one's competence and satisfy individuals' need for autonomy, will enhance intrinsic motivation.

Simon (1997, p.276) has clearly define in his research work, why motivation is mandatory? the essential confront for all companies nowadays, are to motivates their staff towards work for the organizational goals, but Pfeffer (1998) has also given his findings in his research that, the companies who had learn the tactics of how to utilize and manage their employees would be victorious in long term. And also know how to build importance of work and having satisfied personnel in their organization is a way to organizational effectiveness.

Frey (1997) showed that extrinsic rewards, like monetary benefits may interact negatively with the intrinsic work motivation. It has just seen that there is crucially dependence of intrinsic motivation on the extrinsic incentives.

Wright and Pandey (2005) described in their work that emotional attachment and loyalty is one of the most important factors of employee motivation that binds the employee to stick to the organization, many other benefits associated with the organization are also part of motivation.

Allen & Meyer (1990) have try to answer the question; how an organization can investigate that whether they are keeping member staff happy, satisfied and loyal to the organization. Further he argues in his research that their is no pet answer that work motivation and satisfaction is effected by many other factor those are interlinked to employees; how much they are interconnected with the organization and how much they feel responsible towards the organization.. Work motivation can be evaluated by the degree of feeling attachment, obligations, and rewards in working in organization.

Horwitz et al (2003) predicted that employees get high motivation through challenging work environment and support of the top management. If the employees are competitive and want to do work with full efficiency as it will utilize all their capabilities, then challenging work is the best motivator. Many of the employees like to make relationships and thus need to contact more and more to the higher authorities, so making more regular contacts make them feel that they are been observed and work with more motivation.

Locke and Latham (2004, p.388) has evaluated the effectiveness of work motivation as a result of both internal and external factor that forces the employee to work with more vigor and excitedly which result into the job satisfaction .

Bacon et al (1996), Deshpande and Golhar (1994), and Julien (1998) have stressed upon the fact that employees have the key position in maintaining a competitive edge over the competitive market by a business.

2.3 Relation between Work Motivation and Job Satisfaction

Gupta & Joshi (2008) has argued the impact and the connection between the job contentment and work inspiration for the employees in this research. Productivity in the work of an employee is outcome of satisfaction and productivity can be taken as indicator of satisfaction. Employees have to spend most of their time at workplace and need satisfaction at that place.

Herzberg et al.'s (1959) has described a relationship between two variables as Job Satisfaction is the result of two kinds of factors, intrinsic and extrinsic factor; intrinsic factors appraised the job satisfaction and extrinsic factors cause dissatisfaction and reduce the level of job satisfaction. The extrinsic factors were also called as hygiene factors. According to Herzberg, the hygiene factors results in the form of dissatisfaction and these were external or environmental features e.g. company policy and administration, supervision, work conditions, salary and benefits. The intrinsic factors are also called satisfiers and motivators, included creative or challenging work, responsibility and advancement opportunities.

Kovach (1987) also tried to identify the relationship; the need to provide the basic necessities of life motivates most people which in return make the employees satisfied from their jobs. Whereas Brown (1996) examines that when an organization is having some satisfied or delighted employees, it is likely to have satisfied or delighted customers. Brown said the employee satisfied and delightedness as a prerequisite of customer satisfaction. Thus Wagar (1998) explained that in the global market, one can be successful when it has highly motivated, skilled, and satisfied workforce that can produce quality goods at low costs.

2.4 Hypothesis

This study was conducted to test the following hypothesis:

H1: Employee Work Motivation has direct positive effect on Job Satisfaction

3. Research Methodology

Keeping in mind what researchers have discussed in their work with relation to the effect of work motivation on job satisfaction of employee, this paper is been designed and the research is been conducted to have a clear view of the relationship. In this paper, job satisfaction is been analyzed through the change in work motivation. A questionnaire was designed to collect the required data for motivation and satisfaction. Data was analyzed using descriptive statistics including mean, median and standard deviation. Regression Analysis was carried out to study the effect of work motivation on job satisfaction of employees.

3.1 Population

The population of the study is only limited to mobile telecom organizations and their employees in Islamabad. There are five mobile telecom companies that are providing services of telecommunication to their customers.

3.2 Sample and Response Rate

The sample for this study was drawn from two organizations in the telecom sector. The sample was included 30 employees; thirty questionnaires were distributed in both the organizations.

3.3 Description of the Instrumentation

- Questionnaire – to find the response of employees regarding Work Motivation and Job Satisfaction
- Work Motivation – the Independent Variable
- Job Satisfaction – the Dependent Variable
- Case – Employees

3.3.1 Construction

A modified questionnaire tagged Work Motivation, and Job Satisfaction Scale (WMJSS) was used for the collection of data on the study. The questionnaire was specifically designed to accomplish the objectives of the study. The first section collected information such as age, sex, qualification and, professional status. The second section contained the items, and was divided into two parts.

Part1. This measures job satisfaction, which included 7 questions. The item was adopted from Job satisfaction, Cook et al. (1981).

Part2. This measures work motivation, which included 8 questions. The item was adopted from <http://jinnahprojects.com>, time: 3.26am and date: 19th dec, 2009.

Both parts using a 6-item-Likert scale ranging from Strongly Agree= SA; Agree = A; Somewhat agree = SWD; Somewhat Disagree = SWD; and Strongly Disagree = SD.

3.3.2 Pilot Testing

The questionnaires were distributed to five employees of Zong and got the response from them. The researchers have modified the questionnaire accordingly and consulted other people for assistance.

3.3.3 Finalization

After getting feedback and the amendments in the questionnaire, the researchers have consulted a senior teacher and got his satisfactory remarks about that. Thus the questionnaire is valid and reliable.

3.4 Data Collection

Convenient sampling was used to get data and two departments in Zong and two departments of Ufone were visited. In Zong, IT department and customer relationship department were been under observation and in Ufone, marketing and customer relation department. Sample of thirty was been distributed and got feedback from both the organization. Also verbal conversations were made to have conformity of the data collected. All the data collected was being edited by the researchers. There was very high response rate as it was a convenient sampling and getting feedback was quiet different from other sampling methods.

3.5 Data Analysis

SPSS Inc 17.0 and MS-Excel 2003 were implemented to get the findings. Means and Standard Deviations was calculated, that provided us a broader view of the data, how much people are satisfied and up to what extend the psychology of employees differ in a work environment. Regression Analysis was carried out to determine the effect of independent variables on dependent variables.

4. Research findings

4.1 Data Representation

The frequency table of job satisfaction and work motivation has shown the scattered data in a group form. (See table 4.1a at the end). The total number of observations was sixty we have, and the mean for job satisfaction and work motivation are 3.53 and 3.99 respectively. (See table 4.1b at the end). The standard deviations are showing the diversity of data which indicated that there was a variety of opinions between the employees. Analysis of variance shows that how much the model is valid and what is the significance of the model. In this research work, significance level is 0.042 that is not a significant level for the model that was selected. It can be concluded that there must be some other variables that are intervening in our model and making contribution at a significant level. Thus the model has not attained the favorable level of significant and could not be used for further research. The regression data for the beta and the R square are shown in the table 4.1d at the end.

The p-value showed the significance of variable. As p-value was less then .05 so it can be said that the variables chosen for the study were not highly significant. These results are outcome of the wrong model selected. This study has made us know that there should be a check for the variables that one use in a model. The value of R square appeared too low down that could be used for the relationship analysis of the variables. The value of beta showed the positive relationship between the dependent and independent variables but not a strong relationship. If there were to be some relation, that would be positive direct relation. The table 4.1e at the end shows the correlation between job satisfaction and work motivation

4.2 Findings

There was a positive relationship between the motivation and job satisfaction. Overall the employees were quiet satisfied with their jobs and had their interest in their job. More than average employees are motivated to work for the organization. Some of employees thought that they were not on their actual path and organization hadn't fulfilled their commitments, what they did in beginning especially regarding Promotion.

5. Conclusions and Discussion

People are always the vital resource of the organization. And at times, they are often neglected at their jobs which lead to their failure to perform. Thus here we need to understand what motivates people and how they get

satisfied from their job that leads to organizational performance. Motivation could be described as a driving force that makes people willingly want to put in their best in what they do. The concept of motivation can never threaten people to work hard. Threats can create fears and resentment for the employees which are likely to be ineffective in the long run. Rather it is better that people should be motivated as it is believed that the driving force which results from motivation will compel people to put in their best out of willingness. Acknowledgment and awarding even a simple thank you may be enough which can build difference in employee's work performance. As we believed that motivation leads to an increase employee's performance into other level and eventually the positive effect goes toward company's recital. Hence we should not expect a secondary school leavers to be able to do the work of a qualified engineer simply because they are highly motivates. Relatively motivation is not effective for the staff but management should make sure that the staff has the ability to do the job in the first place. By doing so management will learn who can work effectively with the ability and skills plus motivation would work. Consequently if a staff member who fails to improve in work performance even though he is clearly motivates it could be a sign of lack of ability, and a signal of training need. As we can perceive that training is a systemized progression of employee's attitude, skill and knowledge in order to create motivation towards their job satisfaction. Beside this, researcher can examine that motivation is also an understood compliment towards employee's job satisfaction. Job satisfaction formulates the employee more considerate and concerned for the organization. The multinational organizations always take considerable actions to improve the employee's performance in every stage of their profession. Therefore the issues like work motivation and job satisfaction has been resolved with the creation of HRM department in the organizations. It presents significant role to drive the organization in a certain way and to explore the structural organizational behavior. If an organization have a good HRM system, subsequently it is possible to construct more loyalty, commitment and motivation to employ additional effort for the organizational objectives. (Pfeffer, J, 1994). Despite all the facts, job satisfaction would be achieved when an employee is motivated to do work by his/her own will. Other factors also influence on work motivation such as efficiency, productivity, absenteeism, turnover rates and intention to quit. (Baron, 1986; Maghradi, 1999) Therefore, if organizations want to raise their profits so it must consider all aspects to improve the motivation level of employees.

5.1 Suggestions

To increase the job satisfaction level of the employees the company should concentrate mainly on the incentive and reward structure rather than the motivational session.

- Ideal employees should concentrate on their job.
- Educational qualification can be the factor of not an effective job.
- Company should give promotion to those employees who deserve it.

For the researchers who want to do research on such variables, must see the validity of the model and intervening variables that may affect the relationship strongly.

5.2 Limitations of Study

However data is collected with full level of our efforts, yet there remain some flaws in our study. While doing research, many problems are there to be faced by the researcher. The prime difficulties which are been faced in collection of data in this study are discussed below:

1. *Short time period*: The time period for carrying out the research was short as a result of which many facts have been left unexplored.
2. *Lack of resources*: Lack of time and other resources as it was not possible to conduct survey at large level.
3. *Small no. of respondents*: Only sixty employees have been chosen that was a small number to represent whole of the population.
4. *Unwillingness of respondents*: While collection of the data many consumers were unwilling to fill the questionnaire due to lack of time. Respondents were having a feeling of wastage of time for them.
5. *Small area for research*: The area for study was limited to specific organizations that are quite a small area to judge job satisfaction level.

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Notes

* **Ufone:** Ufone GSM is a Pakistani GSM cellular service provider. It is one of six GSM Mobile companies in Pakistan and is a subsidiary of Pakistan Telecommunication Company. It has a subscriber base of 20.05 million as of July 2009. The company commenced its operations under the brand name of Ufone from Islamabad on January 29 2001. As mobile users in the country have reached over 76 million at a very rapid pace, Ufone has maintained itself as the 2nd largest cellular operator in Pakistan with a subscriber base of around 20 million and a market share of nearly 25%. Ufone has seen a subscriber growth rate of over 200% in the last year, and since the start of 2005 Ufone added nearly 5 million subscribers onto its network.

* **Zong:** ZONG is a Pakistani cellular service provider. It is the first International brand of China Mobile being launched in Pakistan. It is meant to empower and liberate the people of Pakistan in every nook and corner of the country. The core essence of ZONG is to allow people to communicate at will without worrying about tariffs, network coverage, capacity issues or congestion. ZONG will be supported by ground breaking communications, trend setting customer service and an unmatched product offering which will redefine rules of the game and establish ZONG as a serious contender for the number one spot.

Table 4.1a

JS Values	Frequency	Percent	WM Values	Frequency	Percent
2.5714	1	1.7	2.7500	1	1.7
2.7143	1	1.7	3.1250	1	1.7
2.8571	7	11.7	3.2500	1	1.7
3.0000	2	3.3	3.3750	2	3.3
3.1429	4	6.7	3.5000	1	1.7
3.2857	6	10.0	3.6250	6	10.0
3.4286	6	10.0	3.7500	4	6.7
3.5714	7	11.7	3.8750	9	15.0
3.7143	6	10.0	4.0000	8	13.3
3.8571	8	13.3	4.1250	11	18.3
4.0000	5	8.3	4.2500	7	11.7
4.1429	5	8.3	4.3750	3	5.0
4.2857	1	1.7	4.5000	1	1.7
4.4286	1	1.7	4.6250	3	5.0

Table 4.1b

	Mean	Median	Std. Deviation	Variance	N
Job Satisfaction	3.528567	3.571400	.4466018	0.199	60
Work Motivation	3.987500	4.000000	.3890041	0.151	60

Table 4.1c

Model	Sum of Squares	df	Mean Square	Sig.
Regression	.817	1	.817	.0425
Residual	10.951	58	.189	
Total	11.768	59		

Table 4.1d

Summary Data for Regression				
Beta (Constant)	Beta (WM)	R	R- square	P- values
1.74	0.264	0.263	0.069	0.042

Table 4.1e

		Job Satisfaction	Work Motivation
Pearson Correlation	Job Satisfaction	1	0.263
	Work Motivation	0.263	1
Sig. (1-tailed)	Job Satisfaction	-	0.021
	Work Motivation	0.021	-

Questionnaire:



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Gender: Male Female
Age: Below 25 25-40 Above 40
Qualification: _____
Management: Higher Middle Lower

Thanks a lot for your precious time

Job Satisfaction:

	Strongly Agree	Agree	Somewhat Agree	Somewhat Disagree	Disagree	Strongly Disagree
1. I am often bored with my job						
2. I feel fairly well satisfied with my present job						
3. Most days I am enthusiastic about my work						
4. I find real enjoyment in my work						
5. I am satisfied from the recognition I get for good work						
6. I am satisfied from the chances of promotion						
7. I am satisfied with the amount of variety in my job						

Work Motivation:

1. I arrive at the office on time and do not leave early						
2. The work I do is interesting.						
3. I am confident of my abilities to succeed at my work						
4. I do not blame others. I take responsibility for my part in mistakes						
5. I have a coach/mentor who keeps me alert & motivated to my work						
6. I expect more accuracy in my own work as my employees						
7. I regularly think/worry about work issues when I am at home						
8. I participate in training to improve my own skills and competencies						