

## THE INFLUENCE OF WORK MOTIVATION ON JOB SATISFACTION: A CASE STUDY OF BANKING SECTOR OF AFGHANISTAN

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**Received:** 22 August, 2023 **Revised:** 25 September, 2023 **Accepted:** 03 November, 2023 **Published:** 13 November, 2023

### ABSTRACT

The aim of this study is to inspect the impact of work motivation on job satisfaction. The methodology is based on questionnaire by using regression analysis to estimate model. The type of research is qualitative in nature in order to collect primary data from 100 respondents randomly selected from banking sector of Afghanistan. The findings of the current study revealed that there is positive impact found between work motivation and job satisfaction. The correlation coefficient value is 61.10 percent which signifies a slightly strong but positive correlation found between work motivation and job satisfaction. Hence, it is concluded that work motivation is significant and slightly strong link is observed. Overall, by achieving job satisfaction amongst workers when motivated to perform by his/her own. Thus, if the bank wants to increase the profitability; so, by considering all characteristics in order to enhance the level of work motivation of workers. Furthermore, the workers of Afghanistan from banking sector of are quite pleased from current jobs and also showing attention in assigned job to them. The average workers are mainly inspired to do banking jobs regarding Afghanistan. In short, it was investigated that work motivations are central to inspiring the job satisfaction in banking sector of Afghanistan.

**Keywords:** Work Motivation, Job Satisfaction, Profitability, Commitments, Promotion.

### INTRODUCTION

The most central ideas of mindset is motivation and it is essential for the company's managers who can direct their assistants for gaining useful objectives (Ali *et al.*, 2012). The past work done by numerous scholars investigated current tendency on the work motivation and job satisfaction in all over the world. Although, there is a shortage of such work in the native environment. The job satisfaction mainly depends on work motivation is found in many past works and many scholars agreed on such finding. In previous articles, majority scholars stated all variable and investigated the link between job satisfaction and work motivation. It was inspected the foremost challenges for businesses are creating and promoting the best practices regarding human resources management and to improve the performance of workers by implementing diverse policies. Moreover, these methods are promotions, worker's compensation, training, motivation, bonus, increase

of salary, empowerment of team and performance related compensation (Saleem *et al.*, 2010).

Motivation is psychological traits that can arouses an individual to take action regarding anticipated objectives, elicits controls and sustains certain objectives towards focused behavior (Ogunnaiké *et al.*, 2014). In line with Bedeian (1993) who stated that motivation is an inner determination for satisfying an unfulfilled necessity and desire to achieve. The motivation is also perceived as that inner determination that can cause a person to choose in order to take accomplishment. It is observed as the motivation of workers is intrinsic enthusiasm and drive to achieve actions that are linked to effort. It is also called as the creativity, level of energy and commitment that firms or organizations are using in order to accomplish their job. The worker's motivation are mainly suitable because of an proper motivation of workers that are leading to system

which can contribute tangible assistances to any business. The worker's motivation are one of manager's policies which are used to rise effective management of job amongst firm's workers.

It is essential for manager or management of firm to investigate the numerous ways for their worker's motivations. In circumstances where workers understand that their sentiments and commitments are considered and esteemed, it gives them a feeling of belongingness which can rouse them. At the point when representatives are propelled, they will probably performing the well when hired. As a familiar axiom drives, you have take a stallion to water, yet you can't drive it to drink; it will just drink if its parched or needs to; therefore, it is for individuals. Individuals would what are they like to or on the off chance that they are persuaded to do as such. They are either determined inside or remotely (Ogunnaike *et al.*, 2014). Locke (1976) characterized that work done as the assessment of one's collective ideas and conditions of mind towards activity of one individual. It is additionally "any mix of natural, mental and physiological states that can cause a man honestly to state that is "I am pleased with my action". The apparent activity fulfillment achieves a positive feeling and consolation. It is essential for representatives to be happy with their employments and the states of their occupations. The fulfillment of work regarding their worker assumes a critical part in the making an advantage regarding association. On the off chance that there is disappointment, it could prompt poor quality or administration, non-attendance, lower level of efficiency, turnovers...etc. (Ogunnaike *et al.*, 2014).

The fulfillment of job satisfaction is formulating the workers that are more obliging and concerned for firm. The multinational firms are mainly depending on taking the remarkable actions in order to improve the employee's accomplishment in every stage of their business. Yet again, it must be borne at the top of the significance list that encouragement is not an enchantment demonstrate that can perform marvels (Saleem *et al.*, 2010). To put it plainly, management of personnel are an organized and sound way to deal with the most valued possessions of administration. The workers put their effort exclusively and on the whole with higher level of dependability and responsibility for the actions and goals of business or administrations. (Armstrong, 2006) and that is the

cause of this form that are prolonged with the development of time. Therefore, diverse strategies and practices are utilized, and inspiration of work is also one factor of them. In previous studies, researchers explained inspiration of work with numerous interceding factors (natural and extraneous prizes). In the present examination, creator attempt to discover the immediate connection between work inspiration and occupation fulfillment. There would be no utility of interceding factors in this examination (Saleem *et al.*, 2010).

The influence of verbal motivation without extrinsic and intrinsic rewards on job satisfaction is identified by Saleem *et al.*, (2010) and it is the main objective of his study. The HRM is a sound and planned technique and considered as most treasured resources of management. The workers are working separately and cooperatively with high level of loyalty and commitment for accomplishments and objectives of business or association (Armstrong, 2006). That's why this tendency has been raised during period of time. Hence, diverse techniques and practices are used in such regard and work motivation is one of them. The basic thinking of mind regarding human wellbeing about job satisfaction is that if individual is inspired to perform a job or task and are more satisfied then solving a query makes a worker more satisfied worker in firm. The more the workers are satisfied in firm the higher will be the performance of firm. Scholars have investigated numerous elements that can affect the job satisfaction of workers; work motivation is one them (Saleem *et al.*, 2010). Thus, the current study is based on investigating the link between job satisfaction and work motivation by emphasizing on employees of banking sector of Afghanistan. Thus, the primary research objective of this study is based on investigating the influence of work motivation on job satisfaction.

## LITERATURE REVIEW

Diverse scholars among globe have investigate the impact of from different perspectives. The word motivation is derived from the Latin word "movere", that simply means 'to move' (Baron *et al.*, 2002). In other words, motivation refers to "the reasons underlying behavior (Guay *et al.*, 2010). Gupta and Joshi (2008) studied the effect and linkage between job satisfaction and work motivation. The

methodology is based on regression technique. The results of worker performance demonstrate the interest of workers in his work. The personnel which achieve the target that's why they are motivated and satisfy the job.

Saleem *et al.*, (2010) contemplated the impact of work inspiration on work fulfillment in Pakistan's portable broadcast communications benefit associations. The reason for his exploration was to discover the effect of occupation inspiration on work fulfillment in versatile broadcast communications administrations associations in Pakistan. Moreover, the examination plans to investigate the capability of work. A study based expressive research venture was utilized. The investigation was directed in two specialist organization associations working in Pakistan. Around 60 review surveys were circulated in October 2009 using individuals and the strategies for email correspondence. Stepwise relapse investigation, relationship and p esteem were utilized to affirm the exploration speculations. The revelation uncovers that the estimation of the esteem is under 5%, so one might say that the factors chose for the investigation are not exceptionally critical. The R-squared is too low and could be utilized for the investigation of the proportion of the factors. The value of beta demonstrates a positive connection amongst exogenous and endogenous factors. Workers are exceptionally happy with their work.

Hussain *et al.*, (2012) examined the link between job motivation and job satisfaction in Pakistan Telecommunication Company Limited (PTCL). They also find how motivation of work affects job satisfaction. The methodology is based on questionnaire which are distributed in four districts such as Kasur, Okara, Pakpattan and Sahiwal. Data were collected in the month of March and April during 2012. In these exchange offices, hundred questionnaires are distributed and eighty questionnaires are collected. The descriptive statistics and regression analysis are used through SPSS to know the outcomes of study. The result reveals that there is positive link between labor motivation on job satisfaction. In this model, 50% of changes in job satisfaction are two to job motivation. Ogunnaike *et al.*, (2014) studied the influence of motivation on job satisfaction of chosen representatives' officers of sales in Nigerian services sector firms. The methodology is based regression

technique by collecting primary data from questionnaire of randomly selected 138 respondents. The authors investigated that motivations and its factors are central to inspiring the job satisfaction among sales representatives. The study recommends some suggestions for sales managers and entrepreneurs will leads to progressive if executed. Ghaffari *et al.*, (2017) studied the effect of motivation on job performance based on a case study at University of Teknoligi Malaysia. The motivation in administrations is significant and is required for enlightening the workers' performance in favorable way. The instrument of research are based structured questionnaire through estimating regression model. The sample size of this study is based on one hundred and fifty non-academic workers selected by multi-stage sampling technique. Finally, the authors of article collected data from 108 respondents. The current study applied a co-relational and descriptive research design in an effort to investigate the statistical link between the motivation of workers and job satisfaction. The outcomes revealed that utmost substantial influence of motivational for job performance of employees are responsibility, whereas marginal benefits are the second substantial feature. In short, the management of human capital are use varied factors or plans to arouse employees, but managing the human resources could think about the diverse motivational plans or aspects would have dissimilar motivational influences on dissimilar workers and also emphasis on diverse motivational plans that may encourage the workers in diverse ways.

Nwachukwu *et al.*, (2019) studied the association between workers motivation and Job Performance of job in chosen Construction sector firms in Rivers State. The methodology is based on descriptive research design to collect both primary and secondary data. The sample size is based on 90 workers and the instrument used for data collection is questionnaire based on four-point Likert scale. The data were analyzed using t-test to establish the significant link between employee motivation and job performance. It is highly recommended for firms that can focus on orientation of training their workers. The motivation of workers plays a dynamic role in performance of worker's job. The study recommends that construction sector firms can make improved recognition, promotion of workers and

working atmosphere for improved performance of job and also comprise of workers in making of policy which will enhance their performance of job. Tentama *et al.*, (2020) studied the link between work motivation and job satisfaction of University X Yogyakarta. The work motivation is one of the vital aspects of job satisfaction. The aim of their study is to investigate the association between job satisfaction and work motivation. The methodology is based on Pearson's correlation moment and sample size is 40 workers who are employed for at least for 1 year to analyze the primary data. The outcomes reveal that correlation coefficient between job satisfaction and work motivation is 68.90 percent with a probability value of 0 which is less than 5 percent threshold level. Hence, the outcome reveals a significant link investigated between job satisfaction and work motivation. In short, the high the work motivation leads to higher the job satisfaction level regarding the staff of University X Yogyakarta.

Nawaz (2022) studied the impact of work motivation on job satisfaction in Sri Lanka. The purpose of the study is to establish the impact of work motivation on job satisfaction. A self-developed questionnaire comprising a few measures was utilized to gather information from specialized and support the personnel who work in numerous segments of CEB. The sample size of study is two hundred eight five which are selected through simple random sampling method. The results show that significant features of work motivation are practices of motivation, styles of leadership of managers, management of reward system, expectations of job, and environment of working. The study made that all variables had a positive effect on job satisfaction. Among the factors, job expectations of personals and leadership style had a significant influence, and the reward management had trifling job satisfaction. Besides, the study offers thoughts for managers by pinpointing the critical factors which can influence the encouragement of workers in CEB. In short, this study investigated the link between work motivation and job satisfaction in public sector associations, particularly those retained by the state and operating as monopolistic electricity providers (CEB) in Sri Lanka.

## **DATA AND METHODOLOGY**

### **Data**

The primary data is used this current study.

### **Population**

The population of this study is all banking sector employees of Afghanistan.

### **Sample Size**

The previous studies used sample which ranges from 60-150 respondents. The previous study done by Saleem *et al.*, (2010) is the source of inspiration who only collected data from two telecom sector companies and used sample size of 30 respondents and distribute 30 questionnaires' in Zong and Ufone. The sample size of the current study is based on 100 employees from banking sector of Afghanistan that are operated in Afghanistan by distributing 150 questionnaires. Furthermore, there are on average 5 to 8 employees. Hence, the final sample size is 100. In addition, some employees are not willing to fill questionnaires' due to burden of work or other reasons. The copies of questionnaire will be distributed to whole employees in banks operated in Afghanistan in order to collect primary data from completely filled questionnaires and excluded unfilled questionnaires form data analysis.

### **Research Design**

A survey based descriptive research design is used in current study. This study is an explanatory study, undertaken to determine and explain the influence of work motivation on job satisfaction. To explain this relation a self-administered questionnaire will be distributed among workers of banking sector of Afghanistan. Furthermore, research is exploratory in nature and 6-Item-Likert scale is also used. In addition, type of investigation is based on descriptive-correlational study and unit of analysis is employees of banking sector in Afghanistan. In addition, the simple linear regression model is used in order to fulfill the objectives of the current study (Hussain *et al.*, 2012; Saleem *et al.*, 2010).

### **Construction of Questionnaire**

An adapted questionnaire labelled ad work motivation and job satisfaction scale (WMJSS) are used to collect primary data to attain the research objectives of current study. The questionnaire mainly comprises of three sections. The section-1 is about

biography of the respondents. The remaining two parts are measuring the job satisfaction including seven questions. The section-3 measures work motivation that includes eight questions. The scale in both section-2 and section-3 are based on 6-Item-Likert scale which are ranging from strongly agree (SA), agree (A), somewhat agree (SWA), somewhat disagree (SWD), and strongly disagree (SD) (Hussain *et al.*, 2012; Saleem *et al.*, 2010)

**Econometric Model**

The research model of the current study is given as under;

$$JS = \beta_0 + \beta_1 WM + \epsilon \dots\dots\dots(3.1)$$

Where,

$\beta_0$  = Intercept

$\beta_1$  = Slope

JS = Job Satisfaction which is Regressand

WM = Work Motivation which is Regressor

$\epsilon$  = Error Term

**METHODOLOGY**

The current study is based on explanatory research and depend mainly on survey in order to collect the primary data to fulfill research question and objectives. The current study is also based on descriptive analysis, correlation matrix and regression analysis. The model significance and usefulness are judge by probability value of F-test, if less 5 percent in ANOVA table (Saleem *et al.*, 2010; Hussain *et al.*, 2012). The data is stored in MS-Excel and enter into SPSS software to estimate the simple linear regression model to investigate the influence of work motivation on job satisfaction in banking sector of the Afghanistan.

**Results and Discussions**

**Descriptive Analysis**

**Table 4.1**

*Demonstrates the descriptive analysis of this study which are given as under*

**Table 4.1: Descriptive Statistics**

Measures	Males	Females	Total	Mean	SD
Gender	80	20	100	50	42.43
	Bachelor	Master	PhD	Mean	SD
Education	69	31	0	33.33	34.56
	Below-25	25-40	Above-40	Mean	SD
Age	29	35	34	33.33	20.60
	Higher	Middle	Lower	Mean	SD
Management	17	63	20	33.33	25.74

The Table 4.1 shows the descriptive statistics of demographic variables used in this study such as gender, education, age and management level.

**Correlation Analysis**

**Table 4.2: Correlation Matrix**

S. No.	Job Satisfaction	Work Motivation
Job Satisfaction	1.00	
Work Motivation	61.11	1.00

The Table 4.2 shows that slightly high and positive correlation value between job satisfaction and work motivation among workers of banking sector of Afghanistan which is 61.11 percent. The result of current study is consisting with past work done by Tentama *et al.*, (2020) who investigated the 68.90 percent value of correlation between job satisfaction and work motivation.

**REGRESSION ANALYSIS**

The Table 4.3 shows that coefficient of work motivation is positive and significant at 5 percent. The correlation coefficient of correlation value is 61.10 percent which is signal of slightly strong but positive correlation investigated between work motivation and job satisfaction. The R-squared is 37.33 percent which can signify that the 37.33 percent alterations in job satisfaction are clarified by work motivation. The probability of F-statistic is zero which can support the significance and validity of estimated model. The Durbin Watson (DW) statistics value is 1.85 which is less than 2 which is a signal of no issue of autocorrelation exist in data which can signifies independence of error term. The following is the numerical form of regression model used in this study.

$$JS = - 0.9214 + 0.7849 WM + \epsilon \dots\dots\dots(4.1)$$

Table 4.3: Results of Regression Analysis

Variables	Coefficient	S.E.	t-stat	Probability
Intercept	10.6303	1.3052	8.1444	0.0000*
Work Motivation	0.5283	0.0691	7.6411	0.0000*

N = 100, R= 61.10 %, R<sup>2</sup> = 37.33 %, F-stat = 58.39, Prob. (F-stat) = 0.00, Durbin Watson test = 1.85

Where \*, \*\* and \*\*\* indicates the level of significance at 1, 5 and 10 percent.

The intercept in above equation-4.1 is negative and significant at 5 percent that signify when work motivation is zero then job satisfaction will increase by 10.6303 units. If 1-unit raises in work motivation, then job satisfaction enlarged by 0.5283 units. Work motivation is significant at 5 percent threshold level because probability is zero which is less than 5 percent. Hence, we reject H<sub>0</sub> in favor of H<sub>1</sub> and accomplish a significant and positive link initiate between work motivation and job satisfaction. Thus, the workers of banking sector of Afghanistan are pleased from their given jobs and also showing their interest in job. Further, majority of workers are motivated to do jobs in banks of Afghanistan. Few workers result of the current study is consistent with Saleem *et al.*, (2010) and Tentama *et al.*, (2020).

### CONCLUSIONS

The aim of this study is to inspect the influence of work motivation on job satisfaction. The regression technique is employed to test the estimated model. The qualitative research is used in this study to gather primary data from 100 workers in Afghanistani banking sector through questionnaires. The current study will help decision maker and policy makers to see the significant or insignificant influence of motivational work on job satisfaction of workers in Afghanistan banking sector are Individuals that always the essential resource of business. Occasionally, individuals are usually ignored in their jobs that are leading to failure. Therefore, we must understand that how peoples are motivated and the way they are pleased from job that are leading to organizational performance. In addition, workers are motivated that will leads to improved performance, meanwhile it is supposed that the driven energy that arises from inspiration will enforce workers in order to make the most of their character. The recognition and granting of a simple thank you may be sufficient to generate differences in the work performance of employees. Because we supposed that the motivation are lead to rise in performance of workers to another

level and, finally, leads to a positive influence on the company's recital (Saleem *et al.*, 2010). The findings revealed that the influence between job satisfaction and work motivation is positive. The correlation coefficient value is 61.10 percent which signifies a slightly strong but positive correlation fond between and job satisfaction and work motivation. The outcomes of regression model shows that 37.33 percent variation in work motivation is explained by job satisfaction. The overall model is valid and significant which is specified by probability value of F-test of regression model which is zero. Hence, it is concluded that work motivation is statistically significant and slightly strong link are observed. The findings of the this study is same as Saleem *et al.*, (2010). Overall, to achieve the job satisfaction when workers are inspired to perform effort of his own willingness (Baron, 1986; Maghradi, 1999). Thus, if the bank wants to increase the profitability; so, it is essential to improve all characteristics regarding level of work motivation of workers. Furthermore, the workers of banking sector of Afghanistan are fairly pleased from assigned work and also showed attention in job. On average, the workers are inspired to do their job in banking sector of Afghanistan. Minority of workers believed that they aren't on right path and banks are unable to fulfill their obligations written in start of job regarding promotions. Hence, if businesses want to raise their profits then they will use all features in order to improve the motivation level of workers. In order to raise the level of job satisfaction of workers, It is recommended for Afghanistan banking industry hat would mainly focus on encouragement and reward structure as well when engage in motivational gathering.

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**Appendix:**

**Questionnaire:**

**The Influence of Work Motivation on Job Satisfaction: A Case Study of Banking Sector of Afghanistan**

Gender:  Male  Female

Age:  Below 25  25-40  Above 40

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						