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## Difference In Job Satisfaction And Work Motivation Among Government And Private Company Employees

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### **Abstract:**

The present research titled "Difference in Job Satisfaction and Work motivation Among Government and Private Company Employees" was carried out with the objectives of to assess the nature of job satisfaction among Govt. and Private Company employees in District Anantnag. The study was conducted on a sample of 140 employees from private and Govt. company employees of district Anantnag of Kashmir Valley. The sample is divided equally in both the sectors i.e.; 70 in Govt. Company and 70 in private company. Further the sample is divided on the basis of gender in males and females in both sectors i.e.; 35 in males and 35 in females. Job satisfaction scale by Amar Singh and T.R Sharma has been used. The intrinsic and extrinsic test by Udai Pareek (2002) has been used. It is compressive in nature. It measures motivation in both intrinsic and extrinsic areas. The main findings of the study are:

\*Govt and private employees of companies in district Anantnag of the Kashmir valley do not differ significantly in the level of their intrinsic and extrinsic job satisfaction.

\*Males and females employees of companies of the district Anantnag also do not differ significantly in the level of their intrinsic and extrinsic job satisfaction.

\*Govt. and private employees of both the companies of the district Anantnag do not differ significantly in the level of their intrinsic and extrinsic work motivation.

\*Among Govt. company employees a positive significant correlation was found between intrinsic factors of job satisfaction and work motivation. The intrinsic job satisfaction and extrinsic work motivation show negative significant correlation except for extrinsic factors of work motivation and job satisfaction which are having an insignificant correlation.

\*Among private company employees a positive significant correlation was found between extrinsic factors of job satisfaction & intrinsic factors of work motivation. The extrinsic factors of job satisfaction and work motivation show negative significant correlation except for intrinsic and extrinsic factors of job satisfaction and work motivation which show an insignificant correlation with each other.

\*Among male employees of both the companies, an insignificant correlation was found between various intrinsic & extrinsic factors of job satisfaction & work motivation except for their extrinsic job satisfaction and intrinsic work motivation which show a positive significant correlation.

\*Among female employees of both the companies, an insignificant correlation was found between various intrinsic & extrinsic factors of job satisfaction & work motivation except for their intrinsic work motivation and intrinsic job satisfaction which show a positive significant correlation with each other.

### **Objectives of the research**

\*To assess the nature of job satisfaction among Govt. And Private Company employees in District Anantnag.

\*To assess the nature of work motivation among Govt. and private company employees in District Anantnag.

\*Study the difference in relationship between job satisfaction and work motivation among Govt. Company employees.

\*To study the difference in relationship between job satisfaction and work motivation among private company employees.

\*To compare the difference in job satisfaction and work motivation among Govt. and private employees on the basis of various demographic variables.

**Key words:** Job satisfaction, work motivation, Govt. private company, Employees

### **1. Introduction**

Job satisfaction and work motivation are the key concepts for the prosperity of any organizational and its workers. Workers who are motivated towards their job feels more satisfaction in their jobs. They gave their best efforts and work with the full potential they possess. They have a feeling of completeness and are very happy with their job. Thus work motivation and job satisfaction are becoming the key issues of research in organizational behavior. The present study is also aimed to investigate various factors which are responsible for motivating workers at their jobs and the feeling of satisfaction they get at their job. This study will not

be the final study in this field but it will contribute to provide some insight into the concept of work motivation and job satisfaction.

The findings of the study shows that the extent of difference in job satisfaction work motivation is insignificant throughout in private and Govt. Companies. The population either doesn't show a difference in the two defined construct when they are compared in terms of their gender. Significant positive and negative correlations were found between various factors of job satisfaction and work motivation at many places among private & Govt and male and female employees of both the companies. The present study is of cross-sectional nature and findings obtained here are again are thus a product of this nature. The present study also has taken into consideration few demographic factors. Furthermore the future endeavors might be achieved by adding more demographic factors to gain more insights into the present research. The research presented here extends the already conducted research on job satisfaction and work motivation in several ways. This study contains dimension of residential status which has not been covered before by nay of the researcher. The research in the area of private and public sectors have mainly been conducted in non educational settings in the valley of Kashmir. The present research is also aimed towards future research provisions where in proper research programs can be devised in the field of employment.

### *1.1.Motivation*

Motivation has been derived from the word "motive" which means any idea, need or emotion that prompts a man into action (Singh & Chhabra,1997).There is some stimulus behind every behavior of man, and this stimulus is dependent upon the motive of the person. For knowing a motive it is necessary to study and understand the needs and desires of a person. For the explanation of the factors which control man's behavior at any point of time there is no universal theory because different motives operate at different times among different people and influence their) behavior. Duben (1970),defamed motivation as," the complex of forces starting and keeping a person at work in an organization. Motivation is something that moves the person to action, and continues him in the course of action already initiated". When a person is enthused at work to intensify his desire and is willing to use his energy for the achievement of organizational objectives we call it as Motivation. Motivation has the power to move a person into action and perform that course of action enthusiastically. Motivations develop and intensify the desire to work effectively and efficiently within an organization. McFarland (1974), refers motivation as the way in which urges, derives, desires, aspirations, strivings, or needs direct, control, or explain the behavior of human being. There is a close relationship between motivation and human behavior; it explains how and why the human behavior is caused. The terms used in the definition are considered by McFarland the forms of tension occurring within individual and the resulting behavior is aimed to reduce, eliminate or divert this tension. The starting point of motivation process are the unsatisfied needs of a person, which result intension and motivate him for the search of tension relieving ways, and develop certain goals. On the success of achieving these goals new needs emerge and lead to new goal setting. But if the person is not succeeding in this goal his behavior would be either constructive or destructive. The process of motivation never stops but keeps on working with an individual throughout his life.

#### 1.1.1.Job Satisfaction

Job satisfaction is referred as the general attitude of employee towards their job. It is amount of pleasure contentment associated with job. When employees attitude towards his job is positive it results in job satisfaction and when it is negative it results in job dis-satisfaction. (Durbin, 1988). Feldman and Arnold, (1983)" defines job satisfactions the amount of overall positive effect or feelings that individuals have towards their job". Thus when the individual feels fair treatment, justice, regard in the organization he feels satisfied with his job and work with his full potential for the benefit oforganization.Job satisfaction is a positive attitude or emotional response towards once job which results when the individual get that what he wants from his job. It is an emotional state; an attitude of a person towards his job which gives him pleasure. Job satisfaction result by cognitive evaluation which includes the objects like feelings, beliefs and behavior towards once job. Job satisfaction is a state in which a person fulfils his needs through his job; he becomes satisfied with his job because he thinks he is getting everything which he had expected through his job.

## **2.Review Of Literature**

- Benita and Anghelache (2012), conducted a study on teacher motivation and satisfaction for professional activity. The sample consisted of 122 teachers from primary, secondary, and high schools. The result did not indicate differences between men and women in overall job satisfaction and its dimensions, but satisfaction is affected by the level of continuous training. Also, job satisfaction is influenced by the - intensity of the needs of achievement and affiliation.
- Subhan, Thirupalu, Safare and Azash (2012), conducted a study on job characteristics as a predictor of work motivation and job satisfactIon .The data was collected with the help of administration of questionnaire. The results reveal that skill variety identifies as significant and positive predictor of job satisfaction whereas task identity, task significance and feedback are negative predictors of job satisfaction.
- Oraman (2011), conducted a study on ' work motivation and job satisfaction dynamics of textile employees '.It is intended to evaluate the effective dynamics of work motivation and job satisfaction of textile employees. The data was collected from 150 employees working in textile enterprise in Tekirdag and analyzed by using factors analysis and regression model by means of questionnaire. Analysis has shown a close relationship between several dimensions of work motivation and satisfaction.
- Khalid, Salim and Loke (2011), conducted a study on the impact of rewards and motivation onjob satisfaction in Water utility Industry in Malaysia. The study aimed to examine the influence of motivation and rewards on job satisfaction between public and private water utility organization in Malaysia. The data was collected from a simple random population of 689 water utility employees. Regression analysis was used to determine the significant differences on the level of rewards motivation and job satisfaction between both sectors .The findings revealed that rewards have a positive

significant influence on motivation and employee's job satisfaction. The T- test result revealed that public water utility organization showed significantly higher on the levels of rewards, motivation and job satisfaction.

- Latif, Shahi, Sohail, and Shahbaz (2011), aimed to study job satisfaction among public and private college teachers of Pakistan. This study focused firstly on influential factors contributing to job satisfaction and dissatisfaction and secondly examines the level of job satisfaction of teachers in public and private sector colleges. The study revealed that teachers of public sector reported more job satisfaction than private sector teachers.
- Balachandan, Panchanathan and Subramanian (2010), conducted a study to examine the impact of job satisfaction factor on the motivation of insurance company officers. Result of the study highlight that officers of private and govt. insurance are of the opinion that they are moderately influenced by the motivational factor.
- Arcadian (2010), conducted a study on basic need satisfaction, work motivation, and job performance in an industrial company in Iran. Data was collected from employees in an industrial company in Iran showed that autonomy support predicted satisfaction of three psychological needs, which in turn predicted work motivation and job performance.
- Sita and Bindu (2009), conducted a study in order to examine the job motivators which Indian retail firms are using for front line sales personnel and their effectiveness in terms of employees satisfaction. Data were collected from 114 sales employees. The result of regression analysis indicated compensation, working conditions and support from management as the most significant predictors of employee's satisfaction
- Arena and Pocola (2007), aimed to study work motivation, job satisfaction, and organizational commitment of library personal of Nigeria. Work motivation, job satisfaction and commitment scale was used for the collection of data. To analyze the data Pearson Multiple Correlation and Multiple Classification methods with t- test are used. The result of this study reveal that a correlation exists between perceived motivation, job satisfaction, and commitment, although correlation between motivation and commitment was negative
- Parsons and Broad Bridge (2006), has conducted a study in order to explore the role of job characteristics and communication in relation to job motivation and satisfaction amongst UK charity job managers. The data was collected from 826 charity managers. The study revealed that managers exhibit low levels of satisfaction with factors such as pay, job status, and working conditions, but there is an altruistic payoff and satisfaction in communication and interpersonal relationship with other staff members.

### 3. Methodology

The data was collected from 140 employees from various private and Govt. Company employees of District Anantnag of Kashmir valley. The sample is divided equally in both the sectors i.e. 70 in Govt. Company and 70 in private company. Further the sample is divided on the basis of gender in males and females in both sectors i.e. 35 in males and 35 in females.

#### 3.1. Job Satisfaction Scale

Job satisfaction scale by Amar Singh and T.R Sharma has been used. It is comprehensive and omnibus in nature. It is brief, reliable and valid and can be administered to any of workers. The level of job satisfaction was measured into types of areas-job intrinsic and job extrinsic. It has only 30 items. Each item has five alternatives from which a respondent had to choose anyone which candidly express his response. It has both positive and negative statement items at serial Numbers i.e. 4, 13, 20, 21, 27, 28 are negative and other being all positive. The positive ones carry weightage of 4, 3, 2, 1, 0 and the negative ones carry weightage of 0, 1, 2, 3, 4. The total score gives measure of satisfaction/dissatisfaction of workers towards his job. The test-retest reliability works out to be 0.978 and validity of 0.743 and co-efficient of correlation was 0.812.

#### 3.2. Work Motivation Scale

The intrinsic and extrinsic test by Udai Pareek (2002) has been used. It is compressive in nature. It measures motivation in both intrinsic and extrinsic areas. It has only 14 items and has to be ranked in terms of their priority to one's job. The items which have the highest priority are ranked I and the items which has the lowest priority is ranked 14. The ranks given are added for extrinsic motivation that include items no's 4, 6, 8, 9, 10, 12 and 14 and for extrinsic motivation that include item no's 1, 2, 3, 5, 11, and 13. The lower the value the higher is the value given to the concerned motivational factors. The split half reliability was found to be 0.88

#### 3.3. Demographics

A self-developed questionnaire was designed to tape the demographic information especially about subject's age, occupation, qualification, marital status, No. of children and work experience.

#### 3.4. Data Analysis

For achieving the objectives, the data collected was analyzed by using various statistical techniques viz; Central tendencies (Mean Standard Deviation), Quartiles, Pearson's correlation coefficient and t-test.

#### 3.5. Procedure

The research approached many local respiration areas and went to some Govt. and private companies of the District Anantnag of Kashmir. The questioners were administered to take the responses of the subjects. They were requested to be open easy going and sincere in giving responses. The subjects were assured that their response will be kept confidential and will be used only for research purpose. They were guided to follow the instructions given in the questionnaire whenever needed.

### 3.6.Hypothesis

#### 3.6.1.H01

There is no significant difference in the intrinsic job satisfaction among Govt.and private company employees of DistrictAnantnag.

#### 3.6.2.H02

There is no significant difference in the extrinsic job satisfaction among Govt. company employees of the DistrictAnantnag.

#### 3.6.3.H03

There is no significant difference in the intrinsic job satisfaction among male and Female employees of both the companies of District Anantnag.

#### 3.6.4.H04

There is no significant difference in the extrinsic job satisfaction among male and female employees of both the companies of District Anantnag.

#### 3.6.5.HO5

There is no significant difference in intrinsic work motivation among Govt. private Company employees of District Anantnag Kashmir.

#### 3.6.6.H06

There is no significant difference in extrinsic work motivation among Govt. and private company employees of District Anantnag.

#### 3.6.7.H07

There is no significant difference in the intrinsic work motivation among male and female employees of both the companies of District Anantnag.

#### 3.6.8.HO8

There is no significant difference in the extrinsic work motivation among male and female employees of both the companies of District Anantnag.

#### 3.6.9.HO9

There is no significant correlation between factors of job satisfaction and work motivation among Govt. company employees of District Anantnag of Kashmir.

#### 3.6.10.HO10

There is no significant correlation between factors of job satisfaction and work motivation among private company employees of District Anantnag of Kashmir.

#### 3.6.11.HO11

There is no significant correlation between factors of job satisfaction and work motivation among male employees of both the companies of District of Kashmir.

#### 3.6.12.H012

There is no significant correlation between factors of job satisfaction and work motivation among female employees of both companies.

## 4.Results & Discussion

4.1.Shows that out of 70 Govt. company employees, 21 employees i.e. 28.57% show low intrinsic job satisfaction 18 employees i.e. 47.14% have average intrinsic job satisfaction and 31 employees' i; e.54.28% have high intrinsic job satisfaction 23 employees i.e. 32.85% show low extrinsic satisfaction, 12 employees I.e. 17.14% show average extrinsic job satisfaction whereas 35 employees i.e. 50% show high extrinsic job satisfaction.

Levels of job satisfaction	Intrinsic		Extrinsic	
	N	%	N	%
Low	21	28.57	23	32.85
Average	18	47.14	12	17.14
High	31	54.28	35	50

Table 1: 4.1.Showing Percentage Of Govt. Company Employees Of District Anantnag In Three Levels With Respect To Two Dimension Of Job Satisfaction

4.2.shows that out of 70 private company employees, 19 employees Le. 27.14% show low intrinsic job satisfaction.22 employees Le. 31.42% have average intrinsic job satisfaction and 29 employees Le.41.42% have high intrinsic job satisfaction. 22 employees Le.31.42% show low extrinsic job satisfaction, 15 employees Le.21.42% show average extrinsic job satisfaction whereas 33 employees Le.47.14% show high extrinsic job satisfaction.

Levels of job satisfaction	Intrinsic		Extrinsic	
	N	%	N	%
Low	19	27.14	22	31.42
Average	22	31.42	15	21.42
High	29	41.42	33	47.14

Table 2: 4.2 Showing Percentage Of Private Company Employees Of District Anantnag In Three Levels With Respect To Two Dimension Of Satisfaction

4.3.Shows that one of 70 Govt .employees,19 employees Le.27.14% show low intrinsic work motivation,18 employees i.e.25.71% have average intrinsic work motivation and 33 employees i.e. 47.14% have high intrinsic work motivation. 23 employees i.e. 32.85% show low extrinsic work motivation, 13 employees i.e. 18.57% show average extrinsic work motivation whereas 34 employees i.e.48.57% show high extrinsic work motivation.

Levels of job satisfaction	Intrinsic		Extrinsic	
	N	%	N	%
Low	19	27.14	23	32.85
Average	18	25.71	13	18.57
High	33	47.14	34	48.57

Table 3: 4.3.Showing Percentage Of Govt. Company Employees Of District Anantnag In Three Levels With Respect To Two Dimension Of Work Motivation

4.4.Shows that out of 70 private company employees,19 employees i.e.27.14% show low intrinsic work motivation,18 employees i.e.25.71% have average intrinsic work motivation and 33 employees i.e. 47.14% have high intrinsic work motivation. 15 employees i.e. 21.42% show average extrinsic work motivation, whereas 34 employees i.e. 48.57% show high extrinsic work motivation

Levels of job satisfaction	Intrinsic		Extrinsic	
	N	%	N	%
Low	19	27.14	21	30
Average	18	25.71	15	21.42
High	33	47.14	34	48.57

Table 4: 4.4.Showing Percentage Of Private Company Employees Of District Anantnag In Three Levels With Respect To Two Dimension Of Work Motivation

4.5.comparison of mean score of intrinsic factors of job satisfaction between Govt. And private employees of district Anantng

Factors of job satisfaction	Type of company	Mean	S.D	df	t-value
Intrinsic	Govt.	33.01	7.23	138	0.013 ns
		30.04	6.74	138	

Table 5: 4.5.Comparison Of Mean Score Of Intrinsic Factors Of Job Satisfaction Between Govt And Private Employees Of District Anantng

NS=Insignificant, \*\*P<0.01Level Of Significance, \*P<0.05 Level Of Significance



4.6.depicts that the t-value of the intrinsic factors of job satisfaction (0.013) is insignificant at 0.01 and 0.005 level of significance respectively. This indicates that Govt. And private employees of district Anantnag do not differ significantly in the level of their intrinsic job satisfaction.

Thus our hypothesis Ho1 which states that “there is no significant difference in intrinsic job satisfaction among Govt. and private company employees of district Anantnag”, Stand accepted.

4.7.shows that the t-value of the intrinsic factors of job satisfaction ( $t=0.850295$ ) is insignificant at 0.01 and 0.005 level of significance respectively. This indicates that male and female employees of district Anantnag do not differ significantly in the level of their intrinsic job satisfaction.

Thus our hypothesis Ho3 which states that “there is no significant difference in intrinsic job satisfaction among males and female employees of both the companies of district Anantnag”, Stand accepted.

4.8.shows that the t-value of the various factors of job satisfaction ( $t=0.076985$ ) are insignificant at 0.01 and 0.005 of significance respectively. This indicates that male and female employees of district Anantnag do not differ significantly in the level of their intrinsic job satisfaction.

Thus our hypothesis Ho4 which states that “there is no significant difference in extrinsic job satisfaction among males and female employees of both the companies of district Anantnag”,

Factors of job satisfaction	Gender	N	Mean	S.D	df	t-value
Extrinsic	Male	70	33.55	9.299	138	0.077ns
	female	70	30.81	8.91	138	

Table 6: Comparison Of Mean Scores Of Extrinsic Factors Of Job Satisfaction Between Male And Female Employees Of Both The Companies Of District Anantnag  
NS=Insignificant, \*\* $P<0.01$  Level Of Significance, \* $P<0.05$  Level Of Significance

4.9.shows that the t-value of the various factors of work motivation ( $t=0.637$ ) are insignificant at 0.01 and 0.005 of significance respectively. This indicates that Govt.and private employees do not differ significantly in the level of their intrinsic work motivation.

Thus our hypothesis Ho5 which states that “there is no significant difference in intrinsic motivation among private and Govt.Company employees in district Anantnag”, Stands accepted.

Factors of work motivation	Type of employees	N	Mean	S.D	df	t-value
Intrinsic work motivation	Govt.	70	49.85	49.2	138	0.637ns
	Private	70	7.967	8.501	138	

Table 7: 4.9.Comparison Of Mean Scores Of Extrinsic Factors Of Work Motivation Between Private And Govt. Companies Of District Anantnag  
NS=Insignificant, \*\* $P<0.01$  Level Of Significance, \* $P<0.05$  Level Of Significance

4.10.shows that the t-value of the various factors of work motivation ( $t=0.632$ ) is insignificant at 0.01 and 0.005 of significance respectively. This indicates that Govt.and private employees do not differ significantly in the level of their Extrinsic Work Motivation.

Thus our hypothesis Ho5 which states that “there is no significant difference in extrinsic work motivation among private and Govt.Company employees in district Anantnag”, Stands accepted.

Factors of work motivation	Type of employees	N	Mean	S.D	df	t-value
Extrinsic	Govt.	70	55.12	7.749	138	0.632ns
	Private	70	55.78	8.476	138	

Table 8: 4.10.Comparison Of Mean Scores Of Extrinsic Factors Of Work Motivation Between Private And Govt. Company Employees In District Anantnag.  
NS=Insignificant, \*\* $P<0.01$  Level Of Significance, \* $P<0.05$  Level Of Significance

4.11.shows that the t-value of the intrinsic factors of work motivation (0.268) is insignificant at 0.01 and 0.05 of significance respectively. This indicates that male and female employees do not differ significantly in the level of their intrinsic work motivation.

Thus our hypothesis Ho7 which states that “there is no significant difference in intrinsic work motivation among males and females employees in district Anantnag”, Stands accepted.

Factors of work motivation	Type of employees	N	Mean	S.D	df	t-value
Intrinsic	Male	70	48.75	8.584	138	0.268ns
	Female	70	50.3	7.815	138	

Table 9: 4.11.Comparison Of Mean Scores Of Intrinsic Factors Of Work Motivation Between Male And Female Employees Of Both The Companies In District Anantnag.

NS=Insignificant, \*\*P<0.01 Level Of Significance, \*P<0.05 Level Of Significance

4.12.shows that the t-value of the extrinsic factors of work motivation (0.219) is insignificant at 0.01 and 0.05 level of significance respectively. This indicates that male and female employees of both companies do not differ significantly in the level of their extrinsic work motivation. Thus our hypothesis Ho8 which states that “there is no significant difference in extrinsic work motivation among male and female employees in district Anantnag”, Stands accepted.

Factors of work motivation	Type of employees	N	Mean	S.D	df	t-value
Extrinsic	Male	70	56.3	8.555	138	0.219ns
	Female	70	54.61	7.582	138	

Table 10: 4.12.Comparison Of Mean Scores Of Extrinsic Factors Of Work Motivation Between Male And Female Employees Of Both The Companies In District Anantnag.

NS=Insignificant, \*\*P<0.01 Level Of Significance, \*P<0.05 Level Of Significance

4.13. shows the correlation coefficients of the factors job satisfaction and work motivation. It is evident from the table that there is a positive significant correlation between intrinsic factors of job satisfaction and work motivation. The intrinsic job satisfaction and extrinsic work motivation show negative significant correlation except for extrinsic factors of work motivation and job satisfaction which are having an insignificant correlation. Thus our null hypothesis Ho9 which states that, “there is no significant correlation between intrinsic and Extrinsic job satisfaction and work motivation among Govt.company employees of district Anantnag stands rejected.

Factors of job satisfaction	Factors of work motivation	
	Intrinsic	Extrinsic
Intrinsic	0.2** N=70	-0.22** N=70
Extrinsic	0.21** N=70	-0.047ns N=70

Table 11: 4.13.Person's Correlation Coefficient Value Of Intrinsic And Extrinsic Job Satisfaction And Work Motivation Of Govt. Company Employees Of District Anantnag

NS=Insignificant, \*\*P<0.01 Level Of Significance, \*P<0.05 Level Of Significance

4.14.presents an overview of the correlation coefficients of the factors job satisfaction and work motivation. It is evident from the table that there is a positive significant correlation between intrinsic factors of job satisfaction and intrinsic factors of work motivation in private company employees.. The extrinsic factors of job satisfaction and work motivation show negative significant correlation except for intrinsic and extrinsic factors of job satisfaction and work motivation respectively and intrinsic factors of job satisfaction and work motivation which shows an insignificant correlation at 0.01 and 0.05 level of significance.. Thus our null hypothesis Ho10 which states that, “there is no significant correlation between intrinsic and Extrinsic job satisfaction and work motivation among private and Govt.company employees of district Anantnag stands rejected.

Factors of job satisfaction	Factors of work motivation	
	Intrinsic	Extrinsic
Intrinsic	-0.015ns	-0.074ns
Extrinsic	0.205** N=70	-0.202** N=70

*Table 12: 4.14. Person's Correlation Coefficient Value Of Intrinsic And Extrinsic Job Satisfaction And Work Motivation Of Private Company Employees Of District Anantnag.  
NS=Insignificant, \*\*P<0.01 Level Of Significance, \*P<0.05 Level Of Significance*

4.15. shows the correlation coefficients of the various factors job satisfaction and work motivation. It is evident from the table that there an insignificant correlation between intrinsic factors and extrinsic factors of job satisfaction and work motivation of male employees except for their extrinsic job satisfaction and intrinsic work motivation which show positive significant correlation at 0.05 level of significance. Thus our null hypothesis Ho11 which states that, "there is no significant correlation between intrinsic and Extrinsic job satisfaction and work motivation among male and females of both the companies of district Anantnag stands rejected.

Factors of job satisfaction	Factors of work motivation	
	Intrinsic	Extrinsic
Intrinsic	-0.036ns	0.042ns
Extrinsic	0.23** N=70	-0.136ns N=70

*Table 13: 4.15. Person's Correlation Coefficient Value Of Intrinsic And Extrinsic Job Satisfaction And Work Motivation Of Male Employees In Both The Companies  
NS=Insignificant, \*\*P<0.01 Level Of Significance, \*P<0.05 Level Of Significance*

4.16. presents an overview of the correlation coefficients of the factors job satisfaction and work motivation. It is evident from the table that there is an insignificant correlation between intrinsic and extrinsic factors of job satisfaction and work motivation of female employees of both the companies except for their intrinsic work motivation and intrinsic job satisfaction which show a positive significant correlation with each other. Thus our null hypothesis Ho12 which states that, "there is no significant correlation between intrinsic and Extrinsic job satisfaction and work motivation among females in both the companies of district Anantnag stands rejected.

Factors of job satisfaction	Factors of work motivation	
	Intrinsic	Extrinsic
Intrinsic	0.211** N=70	-0.089 N=70
Extrinsic	0.007** N=70	-0.025 N=70

*Table 14: 4.16. Person's Correlation Coefficient Value Of Intrinsic And Extrinsic Job Satisfaction And Work Motivation Of Female Employees In Both The Companies  
NS=Insignificant, \*\*P<0.01 Level Of Significance, \*P<0.05 Level Of Significance*

## 5. Conclusion

### 5.1. Implication Of The Study

The research presented here extends the already conducted research on job satisfaction and work motivation in several ways. This study contains dimension of residential status which has not been covered before by nay of the researcher. The research in the area of private and public sectors have mainly been conducted in non educational settings in the valley of Kashmir. The present research is also aimed towards future research provisions where in proper research programs can be devised in the field of employment.

### 5.2. Limitations Of The Study

There are number of limitations also in the present study:

- This study is restricted to District Anantnag of Kashmir valley so the results obtained here can't be much generalized to the other districts of Kashmir.
- Another big limitation of this study so that we can't much generalize results to non employing samples.
- There were some moments during the course of tool selection of the present study, where it was felt that the selected measures have got some writing errors. It was also noticed that there were some limitations in the manuals of the tools selected. But due to some un-avoidable conditions, it was not possible to go for tool revision.
- Finally, present study has not managed to attain total control over the recorded demographic variables.

### 5.3. Suggestions

The sample size of the present study is a moderate sample size and in this regard, it would certainly be informative to replicate the current analysis with a bigger sample. Of course, it would also be enlightening to expand this research to different cultural groups. It may be assumed that variation among diverse cultures as something to do with emotional intelligence and achievement motivation.



The present study is cross-sectional in nature and in future there is the scope of carrying a similar pattern of research but in a longitudinal nature so that antecedents and consequences of the variables in question will become apparent. Finally, future studies are needed to show if this pattern is replicable across various samples and measures.

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