

# The Relationship between Motivation and Job Satisfaction

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**Abstract:** *A multitude of factors can influence job performance. Workplace motivation and satisfaction might be some of the most important ones. This paper investigates the ways in which these former variables influence each other in regards to a workers performance; whether workplace satisfaction increases after five years of working in the same domain; and lastly how the five factors of personality from the Big Five model influence workplace satisfaction. In order to test our hypotheses we applied three questionnaires: The Workplace Satisfaction Scale, The Multidimensional Workplace Motivation Scale and The Five Factor Personality Inventory. These tests were completed in an online format by 60 consenting adult, half of which had a working experience over five years and half under five years. In our findings workplace satisfaction and motivation influenced each other positively likely due to the quality of external or internal sources of validation. We also found that extraversion, agreeableness and emotional stability have an impact on workplace satisfaction probably because of the way in which high scores in these facets facilitate good work conduit, communication and integrations in workgroups. Unfortunately, we did not see significant differences in regards to workplace experience and workplace satisfaction, possibly because of the small sample size of this study. In the end, the biggest takeaway from this paper is that good workplace relationships and proper financial compensation are the true benefactors of high workplace satisfaction that can in turn boost motivation and job performance.*

**Keywords:** *motivation, satisfaction, workplace, extraversion, emotional stability, agreeableness, job performance.*

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## **1. Theoretical aspects of motivation and job satisfaction constructs**

### ***1.1. Motivation at Work***

In management research, motivation has been specifically defined as inputs that initiate, direct, and maintain movement toward desired work behaviors (Campbell and Pritchard, 1976; Pinder, 1998 apud Brislin, R. W., MacNab, B., Worthley, R., Kabigting Jr, F., & Zukis, B., 2005). Motivation is recognized as the driver for the arousal, direction, magnitude, and maintenance of an individual's (or group's) work effort (Katzell and Thompson, 1990 apud Brislin, RW et al, 2005) and is dependent on contextual elements (eg, occupational socialization) combined with elements such as cultural and individual tendencies. In this way, it can also be defined as the willingness to exert a high level of effort to achieve organizational goals, moderated by the ability to satisfy certain individual (or group) needs.

According to Ganta, VC (2014), motivation results from the interaction of both conscious and unconscious factors, such as the intensity of desire or need, the incentive or reward value of the goal, and the expectations of the individual and his peers. These factors are the reasons why someone behaves in a certain way.

Most employees need motivation to feel good at their jobs and perform optimally. Some employees are motivated by money, while others find recognition and rewards personally motivating. Motivation levels in the workplace have a direct impact on employee productivity. Workers who are motivated and excited about their jobs perform their responsibilities to the best of their abilities, and production numbers increase as a result. An incentive is a motivating influence that is designed to stimulate behavior and motivate employees to produce quality work. Employers use several types of incentives to increase production numbers. Employee incentives come in a variety of forms, including paid time off, bonuses, cash, and travel perks. Incentives boost employee motivation because they give workers more to fight for than a regular paycheck. Many employees need recognition from their employers for producing quality work. Employee recognition and reward systems identify employees who do their jobs well. Recognizing a job well done makes employees feel good and encourages them to do good things. Employers recognize workers by tracking progress and providing feedback on how they've improved over time. Public recognition is also a motivating factor that boosts worker productivity (Ganta, VC, 2014)

Some employees are motivated by a sense of accomplishment and achievement for meeting personal and professional goals. Many workers are

self-disciplined and self-motivated. Incentives and rewards have little effect on employees who feel motivated only when they have confidence in their abilities and personally identify with their role within the organization. These individuals perform productively because of the personal challenge that their work provides (Ganta, VC, 2014).

### ***1.2. Job satisfaction***

Work consumes most of a person's waking time, for an employee who works 8 hours a day, work will occupy 90,000 hours in 45 years (out of a total of 394,200 hours). It is a necessity in the life of every individual, and the way it is perceived definitely influences the functioning of life. Work influences man's life both psychologically and materially, personally, familiarly, it can even shape his personality and future. Work does not have to be just a way of survival, as it is perceived by some individuals, work can represent the space where man can acquire skills, where he can express them, but above all it can represent a source of satisfaction.

In 2004, the "Life satisfaction in an enlarged Europe" research was carried out in 28 EU member countries, which analyzes the level of satisfaction of European citizens (Delhey, 2004). The study, in which Romania was also included, demonstrated, among other things, the existence of a low level of satisfaction regarding the employment situation and the financial situation. Moreover, in Romania and Bulgaria, only 4 out of 10 respondents are satisfied with the workplace situation.

The issue of job satisfaction is not a recent concern, it has long occupied an essential role in research due to its popularity in the field of organizational psychology. Numerous researchers have provided definitions of job satisfaction, most describing it as a pleasurable emotional state that results from evaluating one's job in the workplace.

Efforts have been made to understand the relationship between work environment and job satisfaction around the world in different contexts over the years. Job satisfaction, according to some authors, can be divided into two categories: general satisfaction, refers to the personal feeling the employee has about his service, and specific satisfaction, which includes a variety of aspects of the service, such as salary, relations between employees and superiors, working conditions (Drummond & Stoddart, 1991).

Aziri states that there is no universal definition of what constitutes job satisfaction, but it is necessary to consider the nature and importance of work. Some of the most frequently cited definitions of job satisfaction, according to expert analysis, are (Aziri 2011):

Hoppok & Spielgler (1938, apud. Aziri, 2011) refer to satisfaction as a set of psychological, physiological and environmental circumstances that lead employees to recognize that they are satisfied with their jobs. Another definition that emphasizes the importance of employment is that of Vroom (1964, apud Aziri, 2011), he claims that satisfaction refers to the orientations of emotions that the individual has in front of his role at work. It also states that within the industry, satisfaction, morale and the right attitude are equally important. All these relate to the effectiveness of the employee, who has different roles and tasks.

The cited authors refer to this concept as a sum of positive feelings and experiences experienced by the employee. In addition, the role of the employee is emphasized, because the performance of the individual influences the performance of the organization. Job satisfaction is the essential component of motivating and encouraging employees towards better performance.

White (1995) has a slightly different approach to the concept, he considers satisfaction as the employee's personal problem, and morale and encouragement are group issues. White argues that job satisfaction is a material one that refers to a good understanding with other colleagues, an appropriate attitude towards work and a satisfactory income.

Also, job satisfaction is closely related to the individual's behavior within the organization. The individual at the time of employment has desires, needs, expectations and experiences, and the extent to which they will be satisfied determines his degree of satisfaction (Davis et al., 1985). Clark (1997) claims that certain factors such as: employee dissatisfaction with the task received, lack of knowledge of rights, unsafe conditions, lack of co-operation from colleagues, lack of respect from superiors, can have as a consequence on the employee, the feeling of separation from the organization. Furthermore, he pointed out that nowadays companies cannot afford disgruntled employees because they will not live up to their bosses' standards or expectations, they will be fired, and companies will have to bear additional costs for recruiting future employees. The author emphasizes both the role of the environment and the importance of the individual.

Petterson (1998) argues that the interaction between employees within a business is crucial to the achievement of organizational goals. In addition, it describes how the communication of information should be done so that the business operations run smoothly. If there is no functional communication between the members of the organization, then it is difficult to achieve the goals of the organization, which leads to dissatisfaction.

As we can see, Petterson (1998) also highlights the importance of interpersonal relationships within organizations. Another relevant study that verifies the hypotheses of this theory is carried out a few years later by Castillo & Cano (2004). They demonstrate that the level of job satisfaction can be increased if proper attention is paid to interpersonal relationships, recognition of employment merits and supervision.

Job satisfaction focuses on three components of organizational behavior, these being the cognitive, affective and behavioral components (Hoffman, 2013). It is beneficial for businesses to provide employees with a flexible work environment where their opinions are valued and they feel part of the organization. Employee morale should be as high as their performance. A study relevant to this issue suggests that a company can increase its productivity by improving the dimensions of the work environment, the internal climate, by which we mean: working hours, contract structure, employee safety (Buhai, Cottini & Nielsen, 2008). Therefore, managers or leaders must not focus only on results,

This concept can be described as a feeling of achievement and success of the one who carries out the professional activity. It is generally perceived to be directly related to productivity as well as personal well-being. Job satisfaction involves doing your tasks with enthusiasm and pleasure, and being rewarded accordingly. Job satisfaction is the essential element that leads to recognition, income, promotion, and the achievement of other goals that lead to a sense of fulfillment (Kaliski, 2007).

In general, most definitions refer to the feelings, affects, emotions that an employee has towards the workplace. The Romanian authors also paid special attention to job satisfaction. Capotescu (2006) claims that job satisfaction represents the extent to which employees' expectations are satisfied by the rewards received from the company, whether the expectations are conscious or not, the employee cannot reach a state of equilibrium until the organization's responses are congruent with the needs of the individual. Boboc (2003) summarizes job satisfaction as a positive emotion produced following an analysis of the place or work climate. C. Zamfir (1980) states that satisfaction can be characterized by the lack of anxiety and tension and the fulfillment of needs.

Most of the time, by professional satisfaction, people understand the feeling of success or achievement of the employee at work, satisfaction being perceived as a variable related to personal well-being. Job satisfaction can lead to the feeling of fulfillment, because in order to achieve satisfaction, the individual must fulfill certain objectives proposed by himself, such as a satisfactory salary, a certain social position, recognition from superiors.

Armstrong (2003) approaches professional satisfaction in contrast to dissatisfaction, thus the individual who has a positive and favorable attitude towards his profession is satisfied at work, while the individual who has a negative, unfavorable attitude is not satisfied with his place of work.

Job satisfaction is a concept that receives a lot of attention from researchers. This represents a very important aspect of professional activity because it influences the entire activity of an organization. The direct and satisfactory relationship between the employee and management emphasizes the possibility of experiencing a high degree of job satisfaction. On the one hand, job satisfaction can be expressed as a variable dependent on the quality of working conditions, but, at the same time, it can be an independent variable that determines consequences such as: productivity, absenteeism or work performance (Avram & Cooper, 2008) .

### ***1.3. Determinants of job satisfaction***

Considering that a large part of life is spent working, it is desirable that the work performed is also enjoyable, so that there is satisfaction and balance in life. That is why, in the specialized literature, there are different approaches and classifications of the factors that determine professional satisfaction. Factors such as environmental factors, individual factors and psychological factors can influence the quality of the person's work. It is important for both the employer and the employee to know how they exert their influence for a better approach to organizational life.

Barnard (1968) claims that a person's job satisfaction depends on certain motivating factors which are: material factors such as salary; opportunities – fame, privileges, hierarchical status; desirable physical conditions – adequate work equipment, safe working conditions; idealistic benefits: pride, craft, and satisfaction from dedication to work; social pleasures - friendship, esteem, etc.; working condition - work attitudes and processes; broad employee participation by sharing opinions; group cohesion – cooperation, relationships.

Cooper & Marshall (1976) claim that the feeling of satisfaction at work comes from the satisfaction of some needs by the employer such as: the need for good equipment, a fair salary, the existence of the opportunity for promotion, adequate working conditions, cooperation with superiors, and the need to be understood.

Zamfir (1980) makes a classification of the determinants of job satisfaction, involving many of the factors previously specified by the authors. Which tells us that, over time, although society is constantly changing, people's main needs in terms of job satisfaction remain relatively

consistent, only adapting to current situations. The dimensions proposed by Zamfir C. are the following:

1. Facilities - represent a set of technological, social and human conditions through which the employee carries out his activity. The facilities offered by the enterprise may be the working hours; the distance at which the residence is located from the institution and the available means of transport at the employees' disposal; the existence of a medical insurance, a retirement program considered satisfactory, the salary, the promotion possibilities, the existence of premiums. Thus, the employee feels appreciated, secure, the need for prestige being satisfied.

2. Elementary physical conditions of work - represent those characteristics of the work environment that can affect the human body, such as the dangerousness of work, the physical characteristics of the workplace (light, temperature, humidity, noise sources);

3. The content of the work - refers to the work itself, what everyone has to do. It is important that the employee has clear, precise tasks to solve, that there are no uncertainties in communicating the tasks by the superior, that the tasks are not superior or inferior to the employee's capabilities, that there is no monotonous character expressed by performing the same requirements far too often.

4. Human relations at work - refers to human relations at work, the way the employee relates to his colleagues, but also to his superiors, the existence of positive relations, the feeling of belonging to a group, the benevolent atmosphere. It represents an important source of satisfaction or dissatisfaction in work.

5. The organizational framework of work - refers to the way in which the institution is managed, including the relations between different departments, the way in which information is transmitted, the way in which decisions are made and control is carried out, the supply of raw materials and materials.

#### ***1.4. The importance of job satisfaction***

Regardless of the workplace we are talking about, job satisfaction is a very important aspect for both the organization and the employee. If an organization can provide services that satisfy the needs of the employee, he will be satisfied with his job and work efficiently. At the same time, satisfaction is important for the individual's physical and mental well-being.

According to Sayles and Strauss (1960), job satisfaction is a delicate issue that relates to the employee's desires and for which it is important to achieve a high level of satisfaction for the following reasons:

- Satisfaction is the way through which the employee can achieve self-actualization.
- a person who has never been satisfied with a job will never reach psychological maturity.
- a person who is not satisfied with the job practiced may feel frustrated, because the workplace represents a basic need of human beings.
- lack of job satisfaction or workplace conflict will decrease morale and in turn productivity.

Recent studies that continue to focus on the issue of job satisfaction demonstrate that it correlates positively with customer satisfaction, productivity, profit, security, and lower staff turnover (Harter, Schmidt & Hayes, 2002).

A happier employee will be more productive. Professional dissatisfaction, which we can also refer to by the phrase frustration at work, leads to a decrease in the efficiency of the work performed and a decrease in the level of work involvement. In addition, it is proven that in cases of professional dissatisfaction, the number of absenteeism due to medical leaves and the volume of resignations is constantly increasing. Burnout is also negatively correlated with job satisfaction and affects overall employee well-being, leading to reduced engagement, undesirable work behavior, and cynical attitude, all of which lead to poor employee performance (Avram & Cooper 2008).

Studies show that work can be the main source of satisfaction for infertile women, functioning as a distraction from the problem or as a substitute for professional fulfillment if fulfillment as a mother is not possible (Jacob, McQuillan & Greil, 2007).

Therefore, job satisfaction has an important role on the professional behavior of the employee, but also impact on his decision to stay or leave the organization. Job satisfaction, approached as a whole, directly or indirectly influences work performance, in particular, and organizational performance, in general. Both the management of the organization and the human resources specialists must promptly analyze every factor that can cause professional dissatisfaction, respectively the origin of the causes that led to its appearance in the organizational system, in order to remedy the given problem as soon as possible in order not to affect the long-term organizational performance or lead to the emergence of other factors that cause professional dissatisfaction.

In conclusion, every job must ensure employee satisfaction, because employee satisfaction can determine the productivity of the organization. Satisfaction boosts employee morale; therefore, employees are willing to put in more effort to achieve the institution's goals, while feeling satisfied at work also influences absenteeism. A satisfied employee has positive affect and brings desired values to work, increased efficiency and productivity. Job satisfaction prevents a high rate of absenteeism and resignation. Also, satisfied employees retire later, adopt civic-organizational behavior, and organizational productivity is higher (McMillan, 2012).

## **2. Research methodology**

### ***2.1. Research objectives***

Starting from the analysis of specialized literature, the general objective of the research is to analyze the relationship between motivation and job satisfaction, and to observe how they are influenced by factors such as personality and professional experience. The secondary objectives of the research that will determine the achievement of the main objective are the following:

1. Identification of valid psychological measurement tools, through which we can find out the real level of motivation and professional satisfaction;
2. Administering the instruments to a group of participants that meets the research requirements.
3. Rating the answers, according to the instructions of the authors of the instruments, creating a database and statistical analysis of the data obtained, in order to identify the relationships between the two concepts.
4. Description of the relationship between motivation and job satisfaction based on the literature.

### ***2.2. Research hypotheses***

Starting from the analysis of specialized literature, the research hypotheses are the following:

1. It is assumed that there is a positive correlation between motivation and job satisfaction.
2. It is assumed that there is a significant difference in job satisfaction depending on work experience, in that people who have more than 5 years of work experience show a higher level of work satisfaction.

3. It is hypothesized that there is a positive correlation between job satisfaction and the Big Five Factors (autonomy, emotional stability, extraversion, conscientiousness, and agreeableness)

### **2.3. Sample**

The sample includes 60 subjects, aged between 21 and 45, both female and male. Employees who hold subordinate positions for at least 5 months in the same organization and who carry out their professional activity on the territory of Romania were eligible for participation.

The group of participants was divided into two samples in order to verify one of the hypotheses according to the criterion of professional experience. Therefore, among the 60 people, 30 have less than 5 years of professional experience and 30 people have more than 5 years of professional experience.

Convenience sampling was used to make up the sample.

### **2.4. Tools:**

#### **2.4.1 Job satisfaction**

The questionnaire was developed by Professor Ticu Constantin (Faculty of Psychology, Alexandru Ioan Cuza University, Iași) in 2004, called "Satisfaction at the workplace". It aims to evaluate the level of employee satisfaction, and the validity criterion, the Alpha Cronbach coefficient on the entire questionnaire is 0.872.

#### **2.4.2 Multidimensional Workplace Motivation Scale (MWMS)**

This questionnaire was developed in 2015 by Gagné and collaborators, to be able to use the theory of self-determination in the field of organizational behavior, the scale was developed and tested using data from 3435 workers in seven languages and nine countries.

#### **2.4.3 Five-Factor Personality Inventory (FFPI Questionnaire)**

The third applied questionnaire is developed by Hendriks, Hofstee, de Raad, Angleitner, in 1996 called "Five-Factor Personality Inventory" (FFPI Questionnaire), it evaluates the five superfactors of the Big Five model.

The main author of the FFPI questionnaire, AAJ Hendriks, offered it to be translated and adapted into Romanian. The translation was made by M. Albu and I. Czitrom, using the English and German versions. It was approved by the authors of the questionnaire, after two people originally from Romania and settled in the Netherlands, chosen by them, carried out the retroversion of the items in the Dutch language.

The adaptation of the FFPI questionnaire in Romanian was carried out by Monica Albu, through several stages. The FFPI questionnaire was calibrated on a non-clinical population, made up of people aged between 14 and 65 years, and registers an internal consistency coefficient (Cronbach's Alpha) higher than .700.

The five factors tracked by the Big Five questionnaire are:

Extraversion (E) – refers to the individual's attitude in society, if he participates in entertainment, if he likes to talk, the ease of establishing contacts with others.

Kindness (A) – refers to relationships with others, if he tries to be in good relations with others or is only interested in his own person, if he respects the opinions and rights of others.

Conscientiousness (C) – refers to compliance with norms and rules, the way one plans one's actions, meeting deadlines.

Emotional stability (S) – refers to positive thinking, whether the individual is optimistic, whether he can control his emotions, whether he has confidence in his own strength

Autonomy (D) – refers to the individual's choice to act differently or to obey the majority without having their own opinions, whether they are creative.

Each scale consists of 20 items and has the name of one of the super factors. The questionnaire was administered individually, without time limit, according to the authors' instructions. The questionnaire can be found in Annex 3 of this paper.

### 3. Presentation and interpretation of data

**Hypothesis I. It is assumed that there is a positive correlation between motivation and job satisfaction.**

**Table 1.** The normality test

	Tests of Normality					
	Kolmogorov-Smirnova			Shapiro-Wilk		
	Statistical	df	Sig.	Statistical	df	Sig.
general satisfaction	.075	60	,two hundred*	,983	60	,567
intrinsic motivation	,175	60	,000	,910	60	,000

\*. This is a lower bound of the true significance.

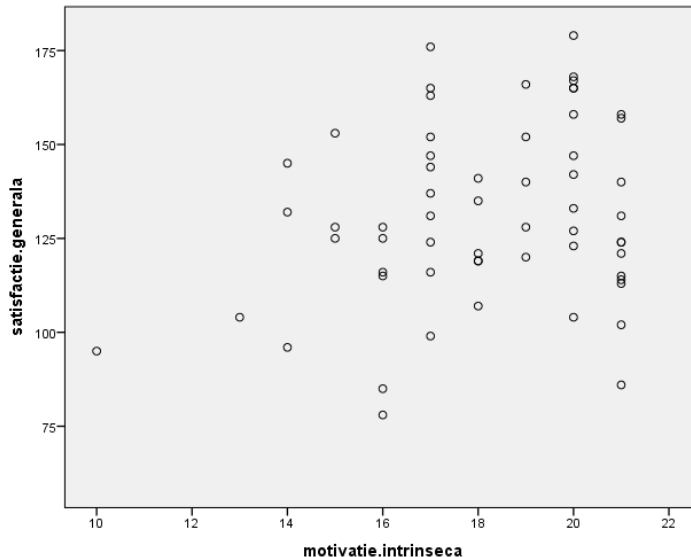
a. Lilliefors Significance Correction

According to the normality test, the motivation variable has a Sig coefficient of 0. Being less than 0.05 we will apply the non-parametric Spearman correlation calculation for hypothesis testing.

**Table 2.** The correlation between overall satisfaction and intrinsic motivation

		general satisfaction	intrinsic motivation
Spearman's rho	Correlation Coefficient	1,000	,134
	Sig. (2-tailed)	.	,308
	N	60	60
	Correlation Coefficient	,134	1,000
	Sig. (2-tailed)	,308	.
	N	60	60

The correlation between general satisfaction and motivation is, according to Sig (2-tailed) of 0.308, a significant one, Sig (2-tailed) being greater than 0.05. The Spearman correlation coefficient of 0.134 is less than 0.5, indicating that there is a positive but weak correlation between satisfaction and motivation. Our hypothesis is confirmed.



**Figure 1.** Graphical representation of the cloud of points

The hypothesis that "It is assumed that there is a positive correlation between motivation and job satisfaction." it was confirmed. Thus, we can say that job satisfaction increases with motivation. From the results obtained, however, we noticed that this correlation is relatively weak, which may be due to the division of the sample into employees who have been working for more than 5 years and for less than 5 years in the same company. Thus, the motivation or satisfaction of the former may not be the same as at the beginning of the career and thus they interrelate less, but they still do.

We can attribute this result to the fact that the employee's motivation is influenced by the affinity towards his work or the level of recognition he feels from colleagues and superiors. In the presence of high rewards satisfaction increases and thus this interdependence of motivation and satisfaction is achieved. According to a study by Danish and Usman (2010), if superiors motivate their employees with appropriate recognition and appreciation, by asking them about family issues or giving them the opportunity to participate in the decision-making process, this will make them more brave and enthusiastic about working in the organization, while also increasing their satisfaction.

It seems that a good salary itself is not what increases employees' motivation and thus their satisfaction is not affected either, strengthening the results of the current hypothesis. According to studies by Kuvaas (2006) and Ghazanfar, Chuanmin, Khan, and Bashir (2011), salary benefits do not affect employee motivation significantly when no meaning is assigned to them, a reinforcement that what the employee is doing is good and appreciated. It is therefore necessary to have performance bonuses for achieving objectives that create satisfaction for employees when they are achieved, thus increasing their motivation to achieve them. More specifically Ghazanfar et al (2011) state that organizations should send signals, through pay and otherwise, that employees are important to the organization and that there is a difference because of their contributions. In this way, employees are satisfied with the received bonuses and their meaning and motivated to get them.

We can say that an employee's satisfaction increases with motivation and vice versa due to getting a sense of value from his work. This feeling can come from one's own or external appreciation of what has been achieved.

**Hypothesis II.** It is assumed that there is a significant difference in job satisfaction depending on work experience, in that people who have more than 5 years of work experience show a higher level of job satisfaction.

**Table 3.** The results of the statistical analysis of the data

	professional exp	Statistical	Std. Error
general satisfaction	Mean	134.67	4,402
	older than 5 years Median	128.00	
	Variance	581,333	
	Std. Deviation	24,111	
	Mean	128.33	4,279
	younger than 5 years Median	129.50	
	Variance	549,402	
	Std. Deviation	23,439	

The overall satisfaction for the sample of those with more than 5 years of professional experience is 134.67, and for the sample of those with less professional experience it is 128.33. The standard deviation for the first sample is 24.11 and for the second it is 23.439.

**Table 4.** The normality tests

	professional exp	Kolmogorov-Smirnova			Shapiro-Wilk		
		Statistical	df	Sig.	Statistical	Mr	Sig.
general satisfaction	older than 5 years	,142	30	,125	,963	30	,362
	younger than 5 years	.077	30	, two hundred*	,981	30	,848

From the analysis of the normality table, we notice that the significance threshold for the Kolmogorov-Smirnov test is greater than 0.05, which leads us to apply a parametric method for checking the differences between samples (Independent Samples Test).

**Table 5.** Group Statistics

	professional exp	N	Mean	Std. Deviation	Std. Error Mean
general satisfaction	older than 5 years	30	134.67	24,111	4,402
	younger than 5 years	30	128.33	23,439	4,279

**Table 6.** Independent Sample Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	T	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
general satisfaction	Equal variances assumed	,222	,639	1,032	58	,307	6,333	6,139	-5,956	18,623
	Equal variances not assumed			1,032	57,954	,307	6,333	6,139	-5,956	18,623

From the analysis of the statistical data presented in the table above, we can see that there is no significant difference between the satisfaction of employees with more than 5 years of professional experience and the satisfaction of those with less than 5 years of experience, the average of the first sample being 134.67, very close to 128.33 – the mean value of the second sample.

This hypothesis was formulated starting from the analysis of specialized literature, where the idea is highlighted that young people are more dissatisfied at work because, lacking professional experience, they tend to have higher or unrealistic expectations, unlike older people.

Although some studies, such as the one carried out by Porter, Crampom & Smith (1976) on 212 trainee managers, claim that job satisfaction increases with professional experience, the results obtained on the samples used in this research lead us to suspend the decision. However, we must not lose sight of the fact that the study presented previously was

not carried out on the Romanian population and that there is a 45-year difference between the two studies, the present economic and social situation being much different from the situation in the past.

The failure to confirm the hypothesis may be due to the size of the two samples, in studies where significant results were obtained, larger samples were used. A relevant study on this topic was carried out on a batch of 115 subjects, and the samples were grouped according to the criterion of professional experience. Significant differences were obtained between the sample that contained subjects with professional experience between 6-15 years and the one that contained subjects with professional experience of more than 15 years, in the sense that people with more than 15 years of experience are disposed towards a level of satisfaction higher (Kavanaugh, Duffy & Lilly, 2006). The social dynamics in the current society and the population to which we had access did not allow the questioning of people with a professional experience of more than 8-15 years.

Another study that examines the relationship between job satisfaction and professional experience is conducted on teachers in Ota, Ogun State. Following data processing, the existence of a correlation between professional satisfaction and professional experience of less than 5 years is demonstrated, a fact that supports the results obtained in this research (Abiodun & Gbadebo, 2012).

We can, however, offer some psychological explanations for the results obtained. Other determinants are likely to have a greater impact and influence on job satisfaction than work experience for the subjects surveyed. The perceived satisfaction is, however, subjective, while some of the employees consider the social climate, interpersonal relations with the boss or colleagues an important factor, other employees appreciate financial resources, which have a greater weight on the state of happiness.

Another explanation for the results obtained from the hypothesis testing could include the fact that society is in a continuous evolution. There are organizations today that want to hire fresh college graduates, people who don't have a wealth of professional experience. These organizations opt for the employment of young people in order to be able to shape them so that they will later contribute to the smooth functioning of the organization. In this context, the organization will satisfy the fundamental needs of the employee, whether we are talking about the financial ones or the status, a fact that determines a high level of job satisfaction.

At the same time, the motivation of the employees must also be taken into account, not all people see the workplace as a possible source of satisfaction, of self-realization, but more as a source of income, as a way of

survival. While some employees do not see work as more than a source of income, young people are mostly guided towards jobs that give them satisfaction, which are in line with their skills and aspirations. There are numerous specializations within the faculties, various short-term courses that allow immediate employment, which allows young people to move towards jobs where they can practice for pleasure.

**Hypothesis III. It is assumed that there is a correlation between the Big Five factors and job satisfaction**

**Table 7.** The Normality Test

	Kolmogorov-Smirnova			Shapiro-Wilk		
	Statistical	Mr	Sig.	Statistical	Mr	Sig.
general satisfaction	.075	60	, two hundred*	,983	60	,567
Extraversion	.095	60	, two hundred*	,972	60	,191
emotional stability	,102	60	,188	,962	60	,061
Autonomy	,088	60	, two hundred*	,982	60	,524
courtesy	,135	60	,008	,741	60	,000
Conscientiousness	,087	60	, two hundred*	,980	60	,438

\*. This is a lower bound of the true significance.

a. Lilliefors Significance Correction

From the analysis of the normality table, we notice that for professional satisfaction the significance threshold for the Kolmogorov-Smirnov test is greater than 0.05, which leads us to apply a parametric method to verify the correlation between satisfaction and the variables extraversion, emotional stability, autonomy and conscientiousness. To verify the correlation between job satisfaction and kindness we will apply a non-parametric method, since the significance threshold is less than 0.05.

To identify the existence of a correlation and for psychological interpretations, each Big Five factor will be treated separately in relation to job satisfaction.

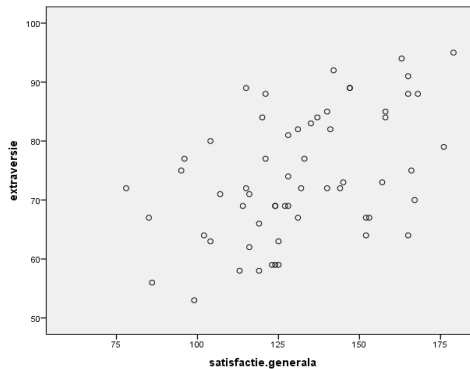
### 1. Job satisfaction and extraversion

**Table 8.** The correlation between job satisfaction and extraversion

		general satisfaction	extraversion
general satisfaction	Pearson Correlation	1	,472**
	Sig. (2-tailed)		,000
	N	60	60
extraversion	Pearson Correlation	,472**	1
	Sig. (2-tailed)	,000	
	N	60	60

\*\* . Correlation is significant at the 0.01 level (2-tailed).

The analysis of the table shows that there is a positive correlation between extraversion and job satisfaction, where  $r = 0.472$ , at a significance threshold  $p = 0.000$ , which means job satisfaction is influenced by the size extraversion.



**Figure 2.** Graphical representation of the cloud of points

The obtained coefficient values indicate that there is a positive, statistically significant correlation between general satisfaction and extraversion. One of the explanations that can be offered refers to the fact that people who get high scores on the extraversion dimension put a lot of emphasis on interpersonal relationships in the workplace. Determinants of job satisfaction for extroverts relate to social climate and group cohesion. If these people work in a benevolent atmosphere, feel a sense of belonging to the group, are in good relations with bosses and colleagues, they will perceive a high level of job satisfaction.

On the other hand, people with high extraversion scores manage to integrate more easily in groups, even if we are talking about professional relationships. They are open, relaxed and enjoy social contact. The ease of making new friends can be beneficial within the organization in which they work, in the sense that these people will be able to turn to other colleagues when they have a difficult task to accomplish, or when they cannot find a solution to the problems that have arisen at the work. At the same time, extroverts communicate easily, so if they have concerns or face difficult situations, they will not hesitate to call their boss to ask for more information or help.

A person with low extraversion scores will be quiet and reserved at work. This makes it difficult to initiate new social contacts or ask for help. Communication at work is a determinant of job satisfaction. If the tasks are not clear and communicated in such a way that the person understands exactly what they must do, the pressure and stress will increase. When the person is faced with such a situation, the solution requires asking for new guidance from the boss or colleagues, but the employee with low extroversion scores will not act as recommended. Therefore, the employee will solve what they think the task entails, not what the task really entails, or they will not meet the deadlines. Superiors will not appreciate this.

Equivalent results were obtained in other studies. Levy & Lounsbury (2010), for example, surveyed 278 instrumentalists to examine the relationship between personality traits, performance anxiety, and satisfaction. One of the published findings suggests that artists who are extraverted and conscientious are effective at managing general stress, but especially performance stress—and find a greater sense of satisfaction in their work.

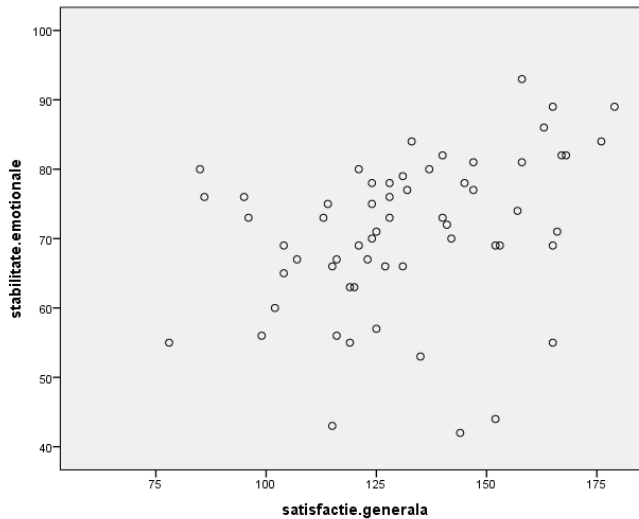
## 2. Job satisfaction and emotional stability

**Table 9.** The correlation between job satisfaction and emotional stability

		emotional stability	general satisfaction
emotional stability	Pearson Correlation	1	,333**
	Sig. (2-tailed)		,009
	N	60	60
general satisfaction	Pearson Correlation	,333**	1
	Sig. (2-tailed)	,009	
	N	60	60

\*\* . Correlation is significant at the 0.01 level (2-tailed).

The analysis of the table shows that there is a positive correlation between emotional stability and job satisfaction, where  $r = 0.333$ , at a significance threshold  $\alpha = 0.01$ , which means job satisfaction is influenced by the extraversion.



**Figure 3.** Graphical representation of the cloud of points

As can be seen from the cloud of points (Figure 14) there is a positive correlation between job satisfaction and emotional stability, i.e., the higher the emotional stability scores, the stronger the perceived satisfaction.

The high scores obtained for emotional stability indicate that the subject thinks positively, is optimistic, controls his emotions and has confidence in his own strength. Emotional stability is responsible for how the subject will respond to the tasks received, to tense situations. A person with better emotional stability will not lose their temper when things do not go as planned, they will still think positively, regroup, and look for new solutions to complete the tasks they started. This attitude leads to performance and professional satisfaction.

A person with poor emotional stability will abandon tasks when they become too difficult, will not find the necessary resources to mobilize, and this will lead to failure. Failure entails certain consequences, depending on the severity of the situation, the employee will suffer professionally, which cannot be perceived as professionally satisfactory.

Judge & Bono (2001) conducted a meta-analysis of eighteen studies to identify the relationships between variables such as self-esteem, self-

efficacy, locus of control, and emotional stability with job performance and satisfaction. Based on the results obtained from 274 correlations, one of the findings of the research suggests that emotional stability correlates positively with job satisfaction. According to Kaliski (2007) emotional stability makes the person satisfied with his job, this leads to the achievement of the objectives and, implicitly, to the increase of the income of the organization.

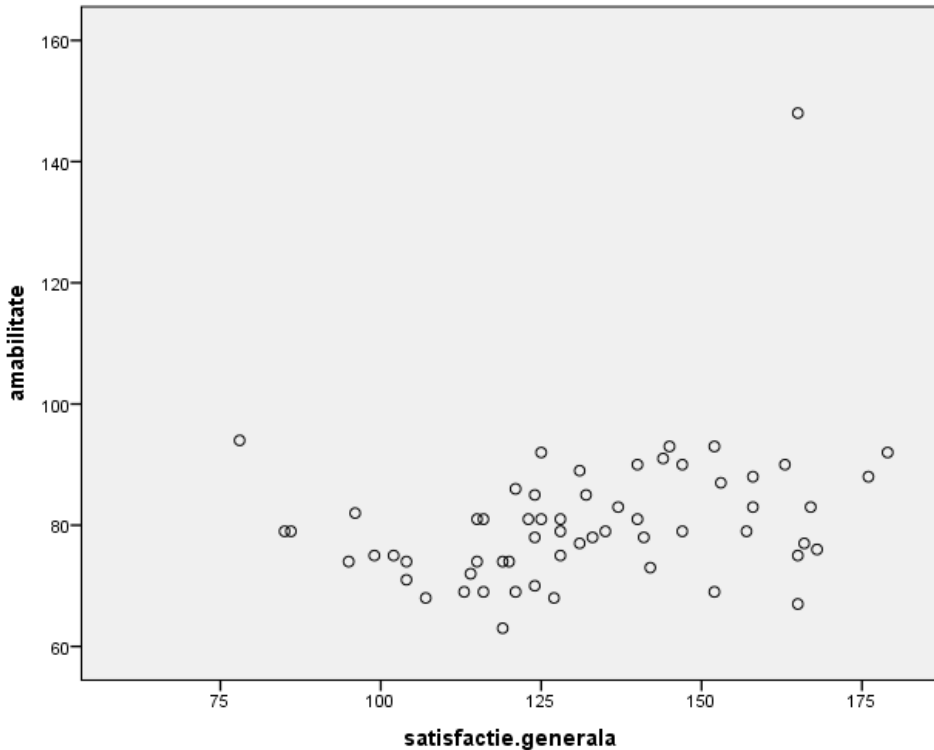
### 3. Job satisfaction and courtesy

**Table 10.** The correlation between job satisfaction and agreeableness

		general satisfaction	courtesy
Spearman's rho	Correlation Coefficient	1,000	,368**
	Sig. (2-tailed)	.	.004
	N	60	60
courtesy	Correlation Coefficient	,368**	1,000
	Sig. (2-tailed)	.004	.
	N	60	60

\*\* . Correlation is significant at the 0.01 level (2-tailed).

The analysis of the table shows that there is a positive correlation between kindness and job satisfaction, where  $n = 0.368$ , at a significance threshold of  $\epsilon = 0.01$ , which means that job satisfaction is influenced by the kindness dimension.



**Figure 4.** Graphical representation of the cloud of points

As we can see in the cloud of points above (Figure 15), there is a significant correlation between the two analyzed variables, job satisfaction and kindness. This research included subjects who occupy subordinate positions at work, kindness causes the employee to orient himself towards the interest and needs of others, including the interests of superiors. According to the interpretations of Maslow's pyramid in the organizational space, the need for affiliation is the subject of the third level of needs, kindness can attract the sympathy of colleagues and superiors. Satisfying this need is a source of satisfaction.

Individuals who score low on this dimension will aim to gain attention, praise, and provide far too little interest in the interests of the organization. In such cases, the individual fails to collaborate with other colleagues to serve the best interest of the firm, and this can lead to tasks not being completed in a timely manner. These people may be late for meetings or work schedules because they do not value other people's time, they may

come up with plans to complete tasks that are doomed to failure but seem innovative and unique, just to draw attention to them. These attempts bring with them a series of consequences, the employee will work in a tense atmosphere, in which he will not feel professional satisfaction.

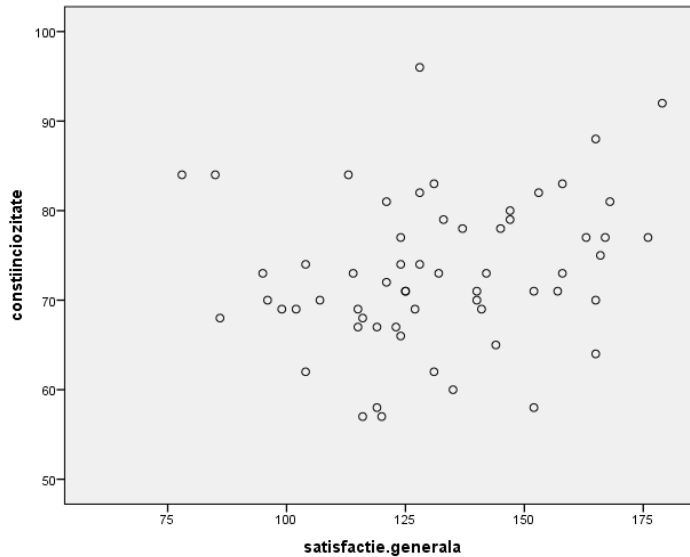
The research conducted in this field shows results like those obtained in this paper. Claus, Ekerdt & Gajewsky (2012) conducted a study on 53 851 medical assistants, aged between 20 and 59 years, divided into four samples according to the age criterion. One of the conclusions of this study postulates that one of the strongest correlations obtained regardless of the sample used is the positive correlation between kindness and job satisfaction.

#### 4. Satisfaction and conscientiousness

**Table 11.** The correlation between job satisfaction and conscientiousness

		<b>Correlations</b>	
		general satisfaction	Conscientiousness
general satisfaction	Pearson Correlation	1	,209
	Sig. (2-tailed)		,109
	N	60	60
Conscientiousness	Pearson Correlation	,209	1
	Sig. (2-tailed)	,109	
	N	60	60

The analysis of the table shows that there is no statistically significant correlation between job satisfaction and conscientiousness, the threshold of significance obtained being greater than 0.109, greater than  $p$  less than 0.05.



**Figure 5.** Graphical representation of the cloud of points

As it follows from the analysis of table 13, from a statistical point of view there is no significant correlation between job satisfaction and conscientiousness. However, it is premature to claim that the hypothesis has not been confirmed, due to the small number of participants in this study, the decision will be suspended until studies conducted on a larger group of participants.

Referring only to the subjects surveyed, there are several psychological explanations that can justify the results obtained. We expect that an employee who respects the rules and norms of the association, is organized, plans his actions carefully, meets the deadlines, presents an elevated level of job satisfaction. However, this is not possible if recognition or promotion do not occur. Employees need feedback to feel that their work is valued. Depending on the motivations of each, the expected feedback can be simple recognition, appreciation from the superiors or it can be a promotion or salary increase. If these things are missing or if the employee is given praise when his needs are financial, he will be dissatisfied with his job.

On the other hand, remarkably high conscientiousness scores can cause the person to be far too meticulous, too work-oriented, even workaholic, this can lead to hyper-competitiveness.

The supervision of superiors and the way they relate to employees are particularly important aspects. If the employee completes the tasks in a timely manner and has impeccable conduct at the workplace, but occupies

the same position or receives the same salary as an employee who does not show up for meetings, is late to the schedule or does not meet the given deadlines, the former will start to get frustrated, interpersonal, collegial or boss relationships will no longer be appreciated, even more they will become a source of unhappiness at work. In this context, the employee's productivity will decrease, he will no longer perform tasks with the same involvement and efficiency, and he will not feel satisfaction at work.

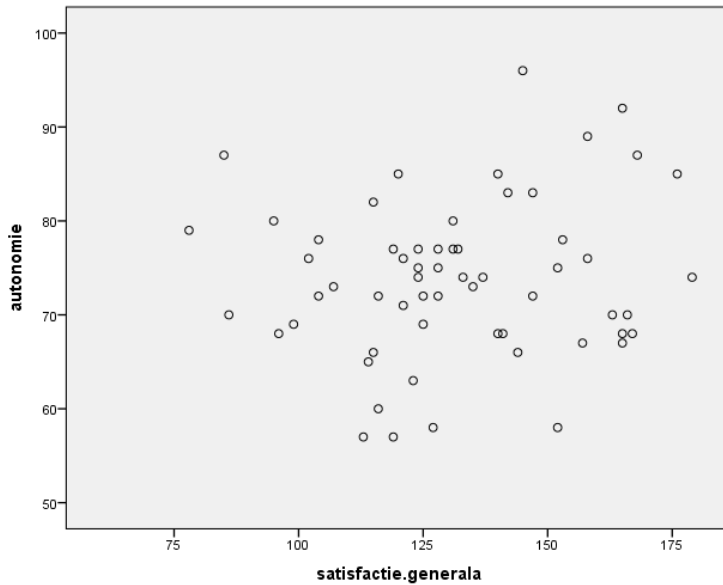
Although Schneider (1999) argues that those who show conscientiousness as a personality trait are much more organized and this is a good predictor of job performance and success, the results obtained in this paper do not support this. A study that supports the results obtained in this work is carried out on 252 employees who work in hospitals, following the statistical analysis of the data obtained, the authors state that there is no significant correlation between conscientiousness, kindness and job satisfaction (Ganu & Kogutu, 2014).

### 5. Job satisfaction and autonomy

**Table 12.** The correlation between job satisfaction and autonomy

		general satisfaction	Autonomy
general satisfaction	Pearson Correlation	1	,120
	Sig. (2-tailed)		,362
	N	60	60
Autonomy	Pearson Correlation	,120	1
	Sig. (2-tailed)	,362	
	N	60	60

The analysis of the table shows that there is no statistically significant correlation between job satisfaction and conscientiousness, the threshold of significance obtained being greater than 0.05.



**Figure 6.** Graphical representation of the cloud of points

Although from the analysis of the table presented previously and the figure of the cloud of points, we can see that there is no significant correlation between overall satisfaction and autonomy, we do not consider that the hypothesis has not been confirmed, but we will suspend the decision.

The obtained results can be explained by the different motivations of the people, the employees do not want to be autonomous at work, to make the effort to act differently or make decisions on their own because these things bring with them a certain pressure and responsibility. It is important for employees that their tasks are clearly communicated by superiors and do not exceed their level of competence or fall below their qualifications. Because such mistakes on the part of the management can affect the employee's self-esteem, self-efficacy, they can even facilitate the emergence of frustration, thus damaging professional satisfaction, but also the organization.

As we have already observed, satisfaction correlates positively with extraversion, the subjects included in the research do not consider their involvement in decision-making satisfactory, for example, but consider that satisfaction comes from human relationships at work. For them, it is important to have colleagues with whom they can have effective

communication, to have a relaxed, benevolent atmosphere, to have the feeling of belonging to the group.

There are other studies that have obtained similar results regarding the relationship between autonomy and job satisfaction. The study we will refer to examine the relationships between the five personality traits, job satisfaction and organizational commitment. It was conducted on a sample of 252 Kenyan health workers working in public and private health facilities as well as non-governmental organizations. Doctors, nurses, clinical officers, pharmacists, laboratory doctors and medical advisors, who had worked in the respective organizations for more than six months, were eligible for participation. Some of the research conclusions indicate that there is no significant correlation between job satisfaction and autonomy, respectively conscientiousness (Ganu & judge, Heller, & Mount(2002), also, following a research, claim that autonomy is the only one of the 5 personality factors that does not correlate with job satisfaction. And Cohrs, Abele & Dette (2006) concluded that a high level of autonomy determines a higher level of professional satisfaction among mathematics teachers.

## **Conclusions**

The main purpose of this study was to investigate the relationships between motivation variables and job satisfaction. At the same time, the influence of factors presented as determinants of job satisfaction such as professional experience and personality factors presented in the Big Five questionnaire was followed: extroversion, emotional stability, kindness, autonomy, conscientiousness.

An important aspect captured in this work refers to the group of participants, it is composed of employees who occupy different jobs, from dancers in cultural ensembles to nurses, at the same time the age of the subjects included in this research is between 21 and 45 years. This information is particularly relevant because it demonstrates that regardless of the job held or the age of the person, motivation can represent a common factor that predicts job satisfaction.

Motivation and satisfaction were found to significantly influence each other. Increasing the level of one of them means the same for the other. Thus, the presence of a sense of value from the employee's own work coming from their own or external appreciation of what they have achieved causes this relationship between the two concepts.

The Big Five factors that predict greater job satisfaction are: extraversion, agreeableness, and emotional stability of the individual. Since

relationships at work are an important source of satisfaction, it is important that the employee has appropriate conduct, can integrate, can communicate, and show interest in the needs of others as well as the organization.

Professional experience is, most of the time, an advantage when hiring, it also leaves its mark on certain qualities and skills, which a person does not possess on the first day of employment. However, the results of this paper support that a person working in a position for 5 months can be just as satisfied with their job as a person with 5 years of experience. This proves to us that professional experience is not exactly the most accurate predictor. Considering the results obtained along the way, we can consider that relationships within the workplace or financial indicators represent the true source of satisfaction.

However, it is premature to draw a conclusion on these aspects, without considering the possibility of confirming these hypotheses by using larger, more homogeneous samples. It should be noted that the results of this research cannot be extended to a wider population than the group of participants.

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