Significant Predictors of Employees' Motivation and Employees' Job Satisfaction

Ljiljan Veselinović

School of Economics and Business in Sarajevo, Sarajevo, Bosnia and Herzegovina
ljiljan.veselinovic@efsa.unsa.ba

Zijada Rahimić

School of Economics and Business in Sarajevo, Sarajevo, Bosnia and Herzegovina
zijada.rahimić@efsa.unsa.ba

As Henry Ford noted in his autobiography "business […] is not a machine. It is a collection of people who are brought together to do work." In existing literature it is evident that soft approach of human resources is predominant since researches are more focusing on workers' satisfaction of the job and different aspects of job satisfactions in various businesses' environment rather than treating workers the same way as other resources are treated (*hard approach*). However, job satisfaction is a multi-faceted construct. The most conventional aspects of satisfaction are: satisfaction with pay, promotion opportunities, co-workers, supervision, and the work itself. Some researches examine model where passion and organizational commitment are important predictor of job satisfaction.

The purpose of this research is to identify factor structures associated with Minnesota Satisfaction Questionnaire (MSQ), Organizational Commitment Questionnaire (OCQ) and Worker Motivation Questionnaire (WMQ) and to develop regression model that will be able to predict level of motivation (measured in hours) and workers satisfaction on the sample from Bosnia and Herzegovina.

An online questionnaire was distributed to individuals by e-mail (Google Survey Tool). A total of 63 surveys were obtained and analysed. Data screening, assumption testing and sampling adequacy was done according to *Field (2005)*. All relevant tests (such as KMO) provide sufficient information to confirm that factor analysis is the appropriate technique for the sample.

First regression model shows that passion affect motivation level (measured in hours) and it accounts for 47% in the variance of the hours

people are motivated. However, other two independent variables (extrinsic and intrinsic motivation instruments) do not improve significantly model. Another model emerged from the collected data. Organizational commitment (both continuance and affective) seems to be a good predictor of extrinsic satisfaction of the workers. Implication of this is: if managers want to improve workers' satisfaction of the working environment, they should arouse workers emotions toward organization (affective commitment) and should increase costs of leaving the organization (continuance commitment). Further researches should be focused on discovering factors that could predict motivation level in Bosnian-Herzegovinian environment. As it is already confirmed (in the literature as well as by this research), salary is not an important predictor of worker motivation and satisfaction. While passion seems to be the most important predictor of motivation, it is questionable what facets of passion are and how to measure them properly.

Keywords: Job Satisfaction, Organization Commitment, Employees' Motivation, Regression Model, Bosnia And Herzegovina.