

# Work Motivation: Relationships with Job Satisfaction, Locus of Control and Motivation Orientation

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## **Abstract**

*The aim of the current study is to identify relationships between work motivation, job satisfaction and locus of control. To establish the relationships, 767 Estonian public and private sector employees representing 20 spheres of work completed a questionnaire. The questionnaire consists of three parts: respondents' socio-demographic characteristics, Rotter's Externality Internality Scale with 29 items, the factors and level of work motivation and job satisfaction. Four hypotheses formulated by the author were confirmed: there is a strong relationship between levels of work motivation and job satisfaction, some socio-demographic factors (job position, gender, age) and an internal locus of control have an effect on both. Internal employees are significantly more satisfied and more motivated while being predominantly intrinsically motivated. The results of research make possible to connect such essential phenomena of job satisfaction and work motivation as locus of control and motivation orientation.*

**Keywords:** Work motivation, Job satisfaction, Locus of control, Intrinsic motivation, Extrinsic motivation, Personality, Estonia.

## **1. INTRODUCTION**

Work motivation and job satisfaction of employees are essential for every business, as first and foremost, they affect the efficiency of work and related activities. The main principles of modern approaches to employees' behavior related to work are diversity in the workplace and an individual approach, but it is also important to study the general regularities of these phenomena and their inter-correlation.

The aim of the current study is to identify relationships between work motivation, job satisfaction and locus of control.

Work motivation and job satisfaction are among the most frequently studied concepts in work and organizational psychology, yet, psychological content of the phenomena is still largely unclear.

Motivation is a psychological process which causes an impulse, thus providing direction and steadiness to a person's behavior. As a basic concept of organizational behavior, motivation can provide insights into the reasons underlying an individual's personal behavior. *Work motivation* is a psychological process that directs, energizes, and sustains action (e.g. Latham & Pinder, 2005); in other words, it is "an inner desire to

make an effort” (Dowling & Sayles, 1978, p. 16). The questions regarding what determines the content of the process, and what the proportion of emotional and cognitive aspects is, are also an issue to discuss. Spector (2003) has defined motivation as an inner state of mind of a person that influences him to behave in certain way. There are two types of motivation according to Spector: one kind motivates a person in the direction of a type of behavior amongst all other behaviors, the second type is connected with the desire to achieve certain goal. The second type is derived from a person’s individual needs. Personal needs are the central point in the process of motivation, connecting work motivation and job satisfaction as closely connected phenomena.

*Job satisfaction* has been defined in various ways: “A pleasurable or positive emotional state resulting from appraisal of one’s job or job experience” (Locke, 1976, p. 1300), and “the achievement of one’s job values in the work situation results in the pleasurable emotional state known as job satisfaction” (Locke & Henne, 1986, p. 21). As defined by Locke (1969, p. 316) it is “the pleasurable emotional state resulting from the appraisal of one’s job values”.

The author is of the opinion that it is more productive to understand job satisfaction more widely as a set of attitudes that employees have toward their job and there is some research supporting this view. Robbins (1986) described job satisfaction as an individual’s general attitude towards the job. Bruggemann (1976) distinguishes between six forms of job satisfaction, while also taking into consideration emotional, cognitive and behavioral aspects. Some classics of this research field are in the same opinion - positive attitudes to the job are equivalent to satisfaction whereas negative attitudes indicate job dissatisfaction (e.g. Vroom, 1964).

A number of work motivation theories, the so-called satisfaction theories, suppose employees’ needs as the determining factor, and connect the mentioned phenomena (e.g. Maslow, 1954, McClelland, 1961). Locke & Latham (2004) pointed out that the term “motivation” may refer to job satisfaction or the motivation to perform. When examining job satisfaction as the largest set of work-related attitudes, it can be asserted that employees with positive attitudes are more motivated. The principle of cognitive consistency, according to cognitive dissonance theory, implies that people will act in ways that correspond to their attitudes. Gibson et al. (2000) are in the opinion, that job satisfaction is one part of motivational process. Central to motivation is the presence of motive power in the form of energy. Motivation – thus involves anticipation of satisfaction, as goals are chosen and behaviors is energized and directed in relation to positive outcomes (Warr, 2012).

*Locus of control* is a particularly important phenomenon which impacts on both job satisfaction and work motivation. Some researchers have found that locus of control primarily serves as the moderator of relationships, i.e. leader-member exchange, affective commitment, job satisfaction, and turnover intentions (e.g. Allen et al., 2005; Lam & Schaubroeck, 2000). The author is of the opinion that locus of control belongs to the core self-evaluation elements of personality, and has a direct impact on job satisfaction and motivation. A sense of psychological control is considered to be an important dispositional factor of workplace behaviors. People with a higher internal locus of control are more likely to demonstrate pro-social behaviors as was found by Hoffi-Hofstetter & Mannheim (1999). Withey & Cooper (1989) argued that people with a higher internal locus of control believe their actions can make a difference, and are, therefore, more likely to take initiative and display a wider set of work behaviors than that specified by the job.

## **2. KEY CONCEPTS**

### **2.1 Relationships between Work Motivation and Job Satisfaction**

It seems job satisfaction to be a key concept in the understanding of work motivation relationships, as exemplified by the work motivation satisfaction model (see Figure 1) in which needs are the core elements determining the level of satisfaction which arises. Motivation is principally concerned with the goal directed behavior, and job satisfaction related to the fulfillment. This model includes only internal driving forces of work motivation – the external components belong to the category named as organizational culture.

A need is a state brought on by the lack of necessary conditions for the subject and which therefore induces him to take action in order to attain what is missing (Costley & Todd, 1991). Psychological needs are evolved tendencies to seek out certain basic types of psychosocial experiences and to feel good and thrive when those basic experiences are obtained. This perspective defines psychological needs as both behavioral motives that are inborn within everyone and as experimental nutriment that everyone requires in order to thrive and experience wellness (Ryan, 1995). Self-determination theory distinguishes between two kinds of needs: needs as requirements and needs-as-motives bearing in mind that individual differences in certain basic need motives predict a wide variety of purposive behaviors (Sheldon, 2011). Self-determination theory states that there is the set of universal psychological needs that must be satisfied for effective functioning and psychological health: needs for competence, autonomy, and relatedness (Deci & Ryan 2008). Nine criteria for identifying basic needs is described (Baumeister & Leary, 1995).

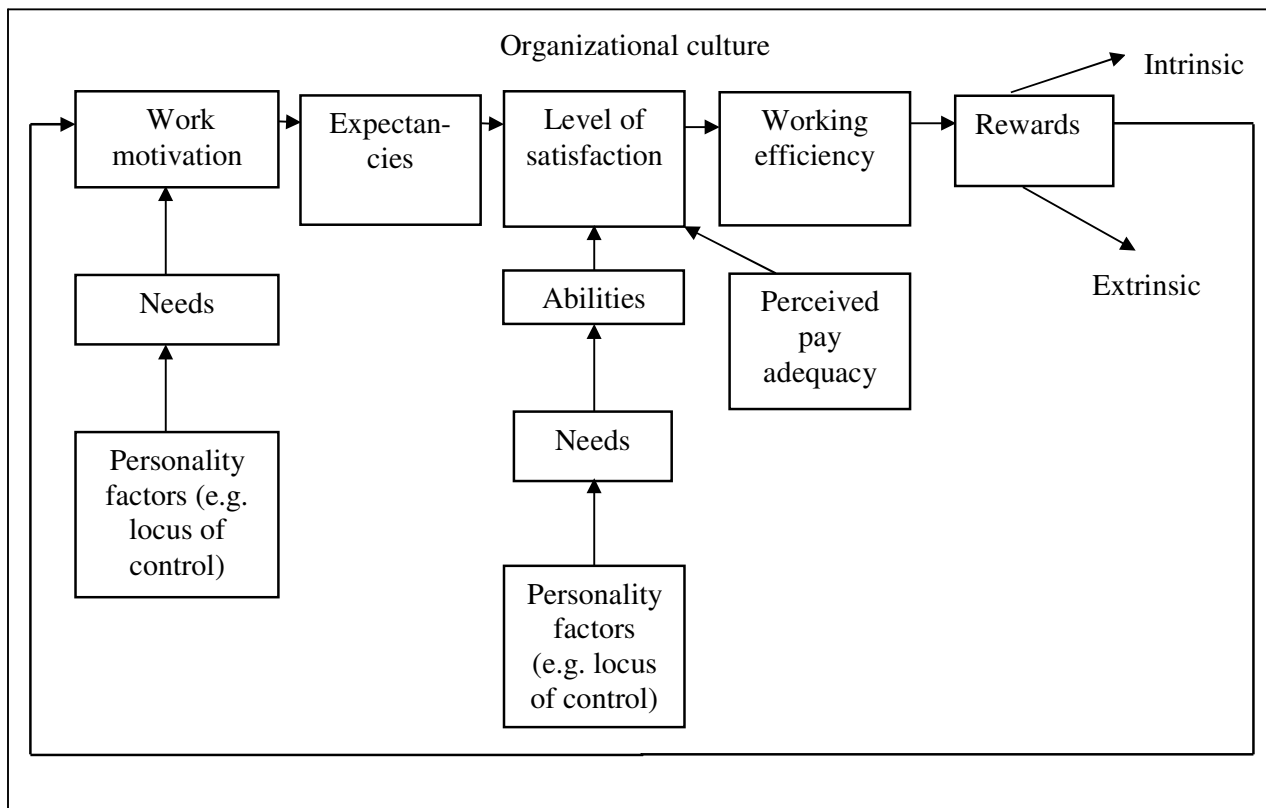
The complex of basic activators also consists of personality type and values, which are more consistent over time. If the needs related to work are fulfilled to an extent, there is the possibility for a particular motivational level to be activated. The level of satisfaction determines the level of motivation, which is mediated by expectations, and which, in turn, has a countereffect on job satisfaction. Personality factors and needs form the basis for an important phenomenon called person-job fit. Personality factors refer to a wider area of factors, including some socio-demographic factors as well as self-evaluation elements, such as self-esteem, generalized self-efficacy, and locus of control.

Expectancies being wider beliefs, that behavior brings certain rewards, however, belong to cognitive elements including some mental processes regarding choices. The most important role among expectancies will play effort-performance expectancies.

The 'ability' concept is supposed to incorporate both a habit and a task knowledge element. Snow (1989) proposed that cognitive abilities and motivation are related to effective functioning through two pathways—a performance pathway and a commitment pathway. The performance pathway includes the processes by which person's cognitive resources are activated of accomplishing particular tasks. The commitment pathway includes a parallel processes by which motivational resources are activated and energizing behavior toward particular goals in a given situation.

People want to be treated fairly and with respect at work. Freeman & Rogers (1999), in conducting focus groups with low wage, low skill workers, found that many of these workers were confronted on a daily basis with capricious and disrespectful treatment from their employers.

Intrinsic rewards are emotional and psychological rewards and are related to job itself and achievement of personal goals. Such rewards depend on the systems of values of the individual (e.g. responsibility, personal growth). External rewards are tangible rewards, which form a wide area of distribution. They are provided by the managers.



**Figure 1. Relationships between work motivation and job satisfaction.**

Frederick Herzberg is of the opinion that job satisfaction and motivation are almost the same phenomena. Motivators predominantly arise from job content and influence job satisfaction. Hygiene factors for example do not generally satisfy employees, but they may prevent them from becoming dissatisfied (Herzberg, 1987). Many aspects of hygiene factors lie on both sides: satisfaction and dissatisfaction.

## 2.2 Personal Variables Influencing Work Motivation and Job Satisfaction

In some cases, the motivational process has been studied independently of personality. One task for the next stage of studies should be to identify more and profound relationships between personality traits and the motivational process.

A number of studies have been conducted on the relationship between personality and work motivation. The congruent temperament model of work motivation (Humphreys, 2007) asserts that traditional motivation theories are incomplete, and a model must include elements of personality, as well as aspects of effort, individual abilities, expectancy, instrumentality, valence, goal-directed behavior, intrinsic and extrinsic rewards, satisfaction with work, leadership and perceived equity.

Some contradictory results have been found in research into gender influences. Various research papers (Guppy & Rick, 1996; Huddleston et al., 2002; Eskildsen et al., 2004) no significant gender difference in job satisfaction has been shown. Kaufman and Fetters (1980) found no significant differences between males and females in any of the components of work motivation measured. Eskildsen et al. (2004) reported that men tend to be less satisfied with their work compared with women, and highly educated employees tend to be comparatively less satisfied with their jobs when compared with people without a higher education. Kara et al. (2011) found that significant gender differences exist with regard to the "using ability in the job" (e.g. independence, using own methods). Huddleston et al. (2002) found that female

employees showed a stronger preference for aspects related to security and pay. This may be related to the fact that women generally earn less than men.

Hong et al. (1995) found that single employees emphasize the effect of benefits on job performance more than those who were married while different employees with varied ages perceive diverse benefit impacts.

Bourne (1982) discovered a correlation between intrinsic work satisfaction and age: as people grow older, intrinsic work satisfaction becomes more important than extrinsic rewards, such as money and promotion. Boumans et al. (2011) investigated the influence of age on the relationship between work characteristics and work motivation. They found stronger motivation for older than younger employees', older employees are more intrinsically motivated. White & Spector (1987) found no significant relations between age and job satisfaction.

Furnham et al. (1999) established that extraverts emphasize the importance of motivational factors while neurotics regard hygiene factors more important when choosing a particular job (based on Herzberg's classification). Judge et al. (2002) have found that emotional stability, conscientiousness and extraversion are positively connected with job satisfaction.

### **2.3 The Influence of Locus of Control on Work Motivation and Job Satisfaction**

Rotter formulated a theory, which focuses on a person's beliefs regarding the extent to which he or she can control the environment. Rotter (1966) defined *locus of control* as "the degree to which the individual perceives that a reward follows from, or is contingent upon, his own behavior or attributes versus the degree to which he feels the reward is controlled by forces outside of himself and may occur independently of his own actions".

Locus of control (LOC) has been conceptualized as a hierarchical construct, with the general locus of control at the highest level within this hierarchy (Chen, Goddard & Casper, 2004, Rotter, 1975). Spector (1988) described work locus of control as a personality variable. He defined it as "a generalized expectancy that rewards, reinforcements or outcomes in life are controlled either by one's own action (internality) or other forces (externality)". He explains that in organizational settings, rewards or outcomes include promotion, favorable circumstances, salary increases and general career. Individuals attributing control over events to themselves are referred to as *internal employees*, and individuals attributing control over events to outside forces are referred to as *external employees* (Spector, 1982). Work locus of control has stronger relationships with work-related phenomena than general locus of control. The reason may be in perceiving the context while answering the questions – general measures don't associate with specific situational variables (Wang et al., 2010).

A number of studies have demonstrated that an internal locus of control is associated with increased job satisfaction (Allen et al., 2005; Chen et al., 2004; Muhonen & Torkelson, 2004; Judge & Bono, 2001, Mahajan & Kaur, 2012). Wang et al. (2010) found in their meta-analytic examination of global job satisfaction and general locus of control a significant connection ( $r = .22$ ,  $N = 12,197$ ). Rothmann (2000) found that job satisfaction was related to an internal locus of control and a sense of coherence, which in turn was found to related to internal control.

External work locus of control was positively related to stressors and symptoms of ill and health, whereas it was negatively related to job satisfaction (Muhonen & Torkelson, 2004). Internals are more motivated to perform on the job than externals (Broedling, 1975). Basak & Ghosh (2011) using Rotter's locus of control scale found that job satisfaction is significantly correlated with different domains of school environment and locus of control. Research among government workers showed positive relationship between locus of control and external and internal work motivation and goal internalization (Barbutto et al.,

2008). Internal locus associated with favorable work outcomes and greater work motivation (Ng et al., 2006).

Findings of laboratory experiments indicate that locus of control moderates performance effects of participation and incentives (Krenl, 1992). Internal locus of control moderates the organizational role stress and managerial effectiveness relationship (Srivastava, 2009). Internal locus of control and a high need for achievement can reduce, to some extent, the impact of stress experienced by employees (Mohan et al., 2000).

Perceived control is generally conducive to effective self-regulation but it may also suggest negative reactions to life events (i.e. a partially uncontrollable negative life events), as stated by Heidemeier & Göritz (2013).

Employees experience job satisfaction if they perceive that their abilities, competence, and values are put to use in the organization and they receive both rewards and opportunities from the organization, based on their perceived abilities and performance. Therefore – persons' with internal locus of control are more inclined than those of external orientation to a higher level of job satisfaction. Lefcourt (1982) is in the opinion, that locus of control is more diagnostic indicator of a person's likelihood to seek to accomplish their goals in life. Probably – internals will leave form dissatisfying job.

#### **2.4 The Influence of Locus of Control on Motivation Orientation**

Two broad classes of motivation – *extrinsic and intrinsic* – have been defined and examined across various contexts and studies (Deci & Ryan,1987, Deci & Ryan,1985). Intrinsic motivation refers to the desire to expend effort based on interest in and enjoyment of work itself (Ryan & Deci, 2000). Extrinsic motivation focuses on the rewards and benefits earned when performing an activity, while intrinsic motivation means the pleasure and inherent satisfaction derived from a specific activity. Intrinsic motivation is the motivation to engage a task for its own sake and don't as a means to another reward. It has defined in two ways: through a person's self-report of how interesting and enjoyable the task is and through the behavioural measures of choice. This motivational tendency is an important element in cognitive, social, and physical development because it is through acting on one's inherent interests that one gross in knowledge and skills. Because intrinsic motivation exists in the connections between a person and a task, some authors have defined intrinsic motivation in terms of the task being while others have defined it in terms of the satisfactions. From intrinsic motivation person gets satisfaction of the basic psychological need for competence. For a high level of intrinsic motivation people must experience satisfaction of the needs both for competence and autonomy, too.

Extrinsic motivation focuses more on the consequences to which the activity leads than on the activity itself. Together, extrinsic and intrinsic motivation, influence both individual intentions regarding an activity and actual behaviors (Davis et al., 1992).

With all the new terminology in use, it would be reasonable to look again at earlier theories. Herzberg claimed that motivator factors are primary in the job content, whereas hygiene factors are primary in the job context. Motivator factors are additive but hygiene factors are not. All motivator factors involve psychological growth, while hygiene factors involve physical and psychological pain avoidance (Herzberg et al. 1959).

Herzberg used the term *movement* to refer to situations aimed at meeting hygiene needs. He used the term *motivation* to refer to situations where people work to satisfy the motivator need (Herzberg, 1982, p. 106). Today, most researchers would call Herzberg's movement *extrinsic motivation* and Herzberg's motivation *intrinsic motivation*.



Spector (1982) argues that persons of internal orientation can be expected to show more motivation in a work situation than those of external orientation, as they generally perceive themselves as having greater control over their environment and exert considerably more effort in their attempts to achieve goals. As motivation is characterized by energy and enthusiasm it is connected with internal locus of control.

Theories of intrinsic motivation also show that internal locus of control is related to intrinsic motivation. Individuals' need-for-achievement related behaviour can be considered a conceptualization of intrinsic motivation since the need for competence and self-determination is characteristic of this motivation (Deci & Ryan, 1991).

Intrinsic and extrinsic work orientations represent work-related reinforcement preferences or tendencies to value specific types of work incentives (Caldwell, O'Reilly & Morris, 1983; Glynn, 1998). Individuals with high intrinsic orientation tend to value opportunities for intellectual fulfillment, self-expression, and pleasure associated with job content whereas individuals with high extrinsic orientation tend to value remuneration and environment factors. Malka & Chatman (2003) found that for individuals with a high extrinsic orientation toward work, subjective well-being and job satisfaction were positively contingent on income; whereas for individuals with a high intrinsic orientation toward work, subjective well-being was negatively contingent on income.

There is a positive relationship between internal LOC and indicators of subjective wellbeing and happiness (Ng et al. 2006), as well as negative relationship between internal LOC and indicators psychopathology, such as personality disorders (Watson, 1998). Employees with high internal LOC are more able to make flow experience.

Tett & Burnett (2003) presented a model which demonstrates that employees seek out and are satisfied with tasks and job characteristics that enable them to express their personality traits. Therefore internal locus of control is connected with factors of intrinsic motivation. Their relationship, i.e. whether they are interdependent or independent, is an entirely different issue. Deci (1975) asserted that these phenomena are interdependent – extrinsic incentives reduce intrinsic motivation. However, Bandura (1977), Locke & Latham (1990) criticized Deci's concept.

Based on previous findings, the following hypotheses are formulated.

*H1*: A significant positive relationship exists between the levels of job satisfaction and work motivation as work-related phenomena.

*H2*: The socio-demographic factors such as job position, gender, age income can have a significant effect on levels of satisfaction and motivation.

*H3A*: Employees with internal locus of control are more satisfied and motivated than those with external locus of control.

*H3B*: Employees with internal locus of control are more satisfied with job content than those with external locus of control.

*H4*: There is a significant relationship between locus of control and preferred motivational factors: internal employees have a higher intrinsic orientation whereas external employees are more extrinsically oriented.

### **3. METHOD**

#### **3.1 Overview**

A survey questionnaire co-developed by the author was the chosen method. The survey consists of three parts: respondents' socio-demographic characteristics, Rotter's Externality/Internality Scale, and the factors and level of work motivation and job satisfaction.

### 3.2 Measures

Part one of the questionnaire elicited information on background variables of respondents: gender (0=man, 1= woman), age (continuous, ranging from 18 to 65 and older), current job position (1=entrepreneur, 2= sole proprietor, 3=manager, 4= specialist; 5=worker, customer service staff), sphere of work, and income (net per family member, ranging from 224 euros to over 607 euros).

#### 3.1 Locus of control

The second part contains a questionnaire with 29 items on locus of control developed by Rotter (Rotter, 1966). The conventional version of Rotter's I-E scale consists of 29 items in which high scores reflect external locus of control and low scores reflect internal locus of control. The questionnaire also includes 6 "filler" items. These filler items are not intended to access locus of control but dissemble the construct that is being measured. Values of reliability of Rotter I-E scale estimates ranged from a negative value with simple average .690 and the median of .0690 (Cronbach's  $\alpha$ ) (Beretvas et al. 2008, Renn & Vandenberg, 1999). The Cronbach's alpha of the second part was .86.

#### 3.2 Work motivation and job satisfaction

Part three consists of measures of the general level of work motivation and job satisfaction and the levels of satisfaction with 15 different components. Scales are constructed using semantic differential principles. A seven-step scale was used, the opposite points on the scale indicating utmost satisfaction and dissatisfaction (1= *not at all satisfied*; 7= *fully satisfied*). Respondents were also asked to indicate perceived instrumentality of their jobs by ranking 15 job components according to their perceived importance, from the most to the least important. The factors were listed in a random order. The author is of the opinion that the Osgood-type semantic differential scales are more valid than Likert-type scales because in Likert-type scales intervals between scales may not be equal if a respondent attempts to link verbal and numerical responses. The Cronbach's alpha of the third part was .92.

### 3.3 The Current Study 3.3.1 Participants

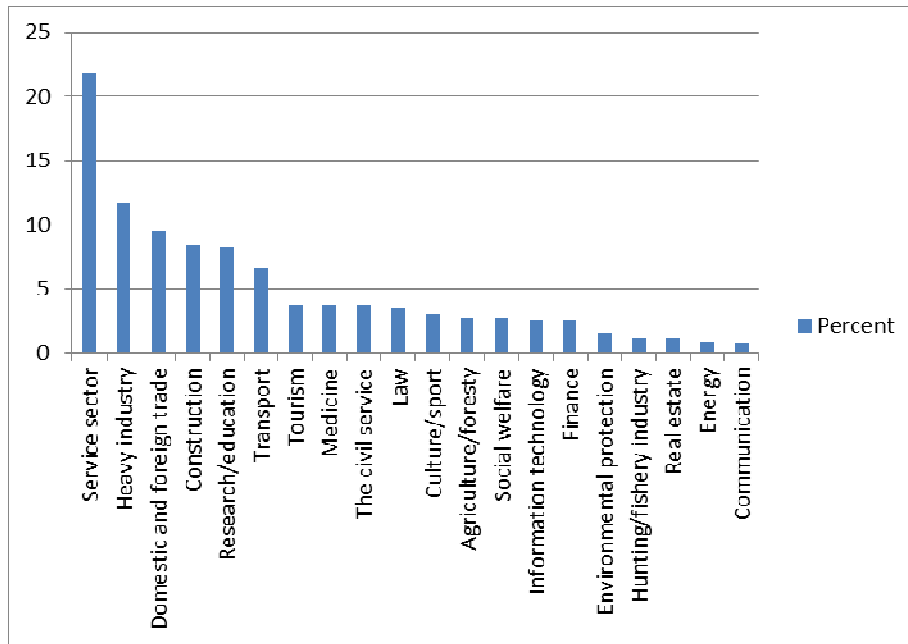
The sample consisted of employees of randomly chosen organizations throughout Estonia. A simple random sampling technique was used based on databases of Estonian eBusiness Register and Statistical Office of Estonia. The size of the sample was 767 Estonian employees, which comprises about 0.12 percent of Estonia's active labor force (Statistical..., 2013). On the whole, the sample is representative in the case of the Estonian labor force. Overall, 41 percent of the sample was male and 59 percent female. There are relatively more women in the sample than in the Estonian active labor force which includes 50.5 percent women.

The age distribution of the sample was as follows: 18-25 years: 26.7 percent; 26-35 years: 16.6 percent; 36-45 years: 29.6 percent; 46-55 years: 20.5 percent; 56-65 years: 6.3 percent; and older than 65 years: 0.4 percent.

The sample comprised entrepreneurs (7.5 percent), sole proprietors (5.1 percent), managers (8.9 percent), officials/specialists (32.4 percent), workers/ customer service staff (36.5 percent), and students (2 percent). There are relatively fewer sole proprietors in the sample than in the active labor force where sole proprietors account for 9 percent.

Spheres of work represented in the sample are presented in Figure 2.





**Figure 2. Spheres of work represented in the sample.**

### 3.3.2 Procedures

The questionnaire was sent out to 900 employees of 150 public and private sector organizations, and 60 sole proprietors from all over the country.

Respondents completed the questionnaire on paper during non-working hours. A total of 80 percent of questionnaires were returned.

## 4. RESULTS AND DISCUSSION

### 4.1 Statistical analyses

Hierarchical multiple regression analysis, one-way ANOVA and factor analysis were used to test hypotheses. An alpha level of .05 and .01 was used for all analyses.

Descriptive statistics and correlation coefficients of job satisfaction factors and motivational factors are presented in Table 2 and Table 3 respectively.

The correlation matrix shows that numerous significant correlations exist between job satisfaction and work motivation scales.

The minimum value of the scale of components relevant to job satisfaction was 1 and the maximum value was 7. Estonian employees are most satisfied with their relationships with coworkers whereas they are least satisfied with benefits. The employees are generally more satisfied with pay than with career opportunities. Satisfaction with the competence of the management is higher than satisfaction with the management's solicitude for their staff. A relatively high level of satisfaction with working conditions and job security stands out.

Respondents were asked to prioritize motivational components according to their importance from 1 to 15. Table 2 presents perceptions of Estonian employees of the importance of motivational components. The top and bottom of the list both include intrinsic and extrinsic motivation components. Correlation coefficients here are lower than those of job satisfaction, but this could be a consequence of the procedure used for ranking the components on the basis of perceived significance and not estimating them independently.

## 4.2 Testing of Hypotheses

*Hypothesis 1.* A significant positive relationship exists between the levels of job satisfaction and work motivation as work-related phenomena. A strong relationship between the levels of job satisfaction and work motivation is found ( $r = .644$ ,  $p < .01$ ).

Principal component analysis with Varimax rotation was performed on 15 items. Analysis allows the author to distinguish between four factors, which explained 67% of the total matrix variance (see Table 1):

- job relations: management's level of competence, management's solicitude for staff, relationship with co-workers, respect and recognition, organizational culture and policies ( $\alpha = .77$ );
- job content: opportunities to excel in one's job, career opportunities, job content, independence and responsibility ( $\alpha = .83$ );
- pay: fairness of pay, adequacy of pay, benefits ( $\alpha = .83$ );
- working environment: working conditions, job security, stable working hours ( $\alpha = .66$ )

A regression analysis indicates that all four factors have a significant effect on the level of job satisfaction: job content ( $\beta = .39$ ,  $t = 14.2$ ,  $p = .00$ ); relations ( $\beta = .29$ ,  $t = 10.7$ ,  $p = .00$ ); pay ( $\beta = .34$ ,  $t = 12.3$ ,  $p = .00$ ); job environment ( $\beta = .31$ ,  $t = 11.3$ ,  $p = .00$ ). The model is statistically significant ( $R^2 = .47$ ,  $F = 104.2$ ,  $p = .00$ ).

**Table 1. Rotated Component Matrix of Job Satisfaction Components**

	Component			
	1	2	3	4
Management level of competence	.73			
Relationship with co-workers	.71			
Organizational culture and policies	.70			
Management solicitude for staff	.69			
Respect and recognition	.57			
Opportunities to excel in one's job		.76		
Job content		.73		
Career opportunities		.72		
Independence and responsibility		.60		
Fairness of pay			.83	
Adequacy of pay			.79	
Benefits			.68	
Job security				.74
Working conditions				.69
Stable working hours				.63

**Table 2. Descriptive Statistics and Pearson Correlation Coefficients between Job Satisfaction Components**

	<i>M</i>	<i>SD</i>	1	2	3	4	5	6	7	8	9	10	11	12	13	14
1. Relationships with co-workers	5.81	1.17														
2. Job security	5.23	1.41	.24													
3. Stable working hours	5.20	1.65	.25	.33												
4. Working conditions	5.07	1.36	.28	.58	.34											
5. Independence and responsibility	5.00	1.29	.35	.39	.38	.43										
6. Job content	4.85	1.52	.25	.34	.36	.43	.49									
7. Respect and recognition	4.73	1.59	.38	.34	.36	.35	.38	.43								
8. Management's level of competence	4.62	1.61	.41	.38	.32	.28	.43	.33	.55							
9. Opportunities to excel in one's job	4.55	1.56	.28	.33	.28	.40	.58	.54	.49	.44						
10. Management's solicitude for staff	4.46	1.64	.39	.44	.34	.44	.47	.39	0,57	.70	.49					
11. Organizational culture and politics	4.41	1.48	.39	.37	.23	.41	.37	.34	0,49	.58	.47	.61				
12. Fairness of pay	4.34	1.53	.19	.37	.26	.46	.37	.34	0,34	.42	.42	.44	.36			
13. Adequacy of pay	4.31	1.42	.24	.37	.28	.41	.45	.37	0,43	.48	.49	.52	.44	.77		
14. Career opportunities	4.08	1.71	.26	.36	.26	.38	.48	.51	0,49	.41	.69	.46	.44	.41	.46	
15. Benefits	3.46	1.77	.28	.29	.23	.34	.36	.35	0,49	.41	.48	.48	.42	.55	.58	.29

p&lt; .05

N=767

**Table 3. Descriptive Statistics and Pearson Correlation Coefficients between Work Motivation Components**

	<i>M</i>	<i>SD</i>	1	2	3	4	5	6	7	8	9	10	11	12	13	14
1. Fairness of pay	4.39	3.68														
2. Job content	4.69	3.85	-.11													
3. Working conditions	5.21	3.5	.29	-.12												
4. Relationship with co-workers	6.3	3.34	-.1													
5. Respect and recognition	7.75	3.65	-.1	-.13	-.13											
6. Management's solicitude for staff	8.18	3.58	-.13	-.13	-.12	.11	-.12									
7. Adequacy of pay	8.26	4.19		-.08	-.15		-.2	-.14								
8. Management's level of competence	8.27	3.89		-.22	-.11		-.12	.23	-.15							
9. Career opportunities	8.61	4.21		.1	-.16	-.19		-.14	-.16	-.15						
10. Job security	8.75	3.89		-.12	.19			-.08	-.15	-.15	-.15					
11. Opportunities to excel in one's job	9.35	3.9	-.36		-.25	-.08				-.14	.15	-.16				
12. Benefits	9.53	3.94	.32	-.26		-.21	-.13	-.13	-.1	-.16	-.1		-.25			
13. Independence and responsibility	9.59	3.93	-.39		-.21			-.15		.08		-.18	.31	-.24		
14. Stable working hours	9.87	4.32	-.32	-.13	.14	-.07	-.15	-.14	-.09	-.16	-.19		-.32	.19	-.17	
15. Organizational culture and policies	10.96	3.97	-.41		-.23			.08	-.09	.17		-.12		-.22		-.16

p&lt; .05

N=767

*Hypothesis 2.* The socio-demographic factors such as job position, gender, age and income can have a significant effect on levels of satisfaction and motivation.

There is a modest relationship between job satisfaction and job position ( $r = -.28$ ,  $p < .01$ ). There is a modest relationship between job position and motivation ( $r = -.22$ ,  $p < .01$ ) – entrepreneurs, managers and specialists are more motivated than customer service staff and workers.

A comparison of the means with one-way ANOVA shows that workers and service sector employees used the minimum value 1 in their job satisfaction significantly more often than any value above 5 (on a 7-step scale):  $F=16.1$ ;  $p = .00$ . The same tendency is evident in the case of work motivation:  $F=7.6$ ;  $p = .00$ .

The relationship between income and motivation is modest, yet significant ( $r = .144$ ,  $p < .01$ ). A comparison of the means with one-way ANOVA shows that there is a difference in job satisfaction between the group with an income under 224 euros a month net per family member (their level of satisfaction was mostly 1 or 2 and the group earning over 607 euros a month net per family member; in the latter group the level of satisfaction was more often than not 6 or 7 ( $F=6.9$ ;  $p = .00$ ). A comparison of the means with one-way ANOVA shows that people with an income under 224 euros a month net per family member significantly less often estimated their work motivation to be at the level 6 or 7 (on a 7-step scale).

The regression analysis indicates that job position influences satisfaction with job ( $\beta = .22$ ,  $p = .00$ ). The same applies to the level of motivation: job position plays a significant role ( $\beta = -.16$ ,  $p = .00$ ) – people whose job position is lower, such as workers and customer service staff, are less motivated than specialists, executives and entrepreneurs. Income has a lower but significant effect on the level of motivation ( $\beta = .09$ ,  $p = .02$ ) – the level of motivation increases when family income per member grows.

Significant differences occurred between job satisfaction and work motivation of the male and female respondents. A comparison of the means with one-way ANOVA shows that men are significantly more satisfied with their jobs ( $F=4.9$ ;  $p = .026$ ), and are also more motivated ( $F=10.2$ ;  $p = .001$ ). Significant differences occurred between job satisfaction factors – men are significantly more satisfied with fairness of pay ( $F=13.7$ ;  $p = .00$ ); adequacy of pay ( $F=8.8$ ;  $p = .003$ ); job security ( $F=4.9$ ;  $p = .03$ ); bonuses ( $F=8.2$ ;  $p = .004$ ), and working hours ( $F=5.9$ ;  $p = .015$ ).

*Hypothesis 3A.* Employees with internal locus of control are more satisfied and motivated than those with external locus of control.

The author divided the respondents into three groups based on the Rotter's test results (number of points): the internal group  $\leq 7$ ; the intermediate group 7-12; the external group  $\geq 13$  (max= 23). Overall, 19.3 percent of respondents fell into the internal group, 49.5 percent into the intermediate group and 31.2 percent into the external group. Depending on their job satisfaction and work motivation, within each of the three groups above, respondents were divided according to level of satisfaction and motivation: more satisfied ( $M \geq 4$ ) and less satisfied ( $M \leq 4$ ; max= 7). A comparison of averages showed a considerable difference in both the levels of job satisfaction and work motivation. A significant difference occurred between the first and third groups (the internals and the externals) in terms of the job satisfaction level ( $F = 4.49$ ;  $p = .008$ ). The internals were more satisfied with their jobs than the externals, but there was no difference between the internals and the intermediate group in the levels of satisfaction. There were, however, remarkable differences in the work motivation between all three groups ( $F=10.87$ ;  $p = .000$ ;  $p = .001$ ). The level of work motivation significantly decreased in the externals and the intermediate groups compared with employees with an internal locus of control.

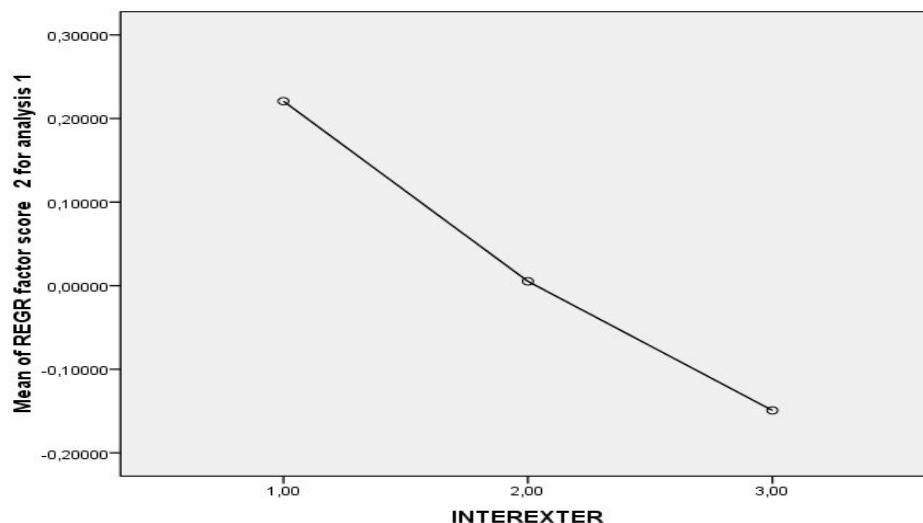
There is a modest relationship between job satisfaction and locus of control ( $r = -.148$ ;  $p < .01$ ). Also, there is a significant relationship between work motivation and locus of control ( $r = -.194$ ;  $p < .01$ ). The internals are both more satisfied and more motivated than the externals. A regression analysis of the level of

motivation and locus of control indicates that locus of control plays a significant role in the level of motivation ( $\beta = -.09$ ,  $p = .002$ ). A regression analysis of correlations between job satisfaction and locus of control shows the significance of locus of control in job satisfaction ( $\beta = -.06$ ,  $p = .052$ ).

The findings suggest a weak but significant positive relationship between locus of control and gender ( $r = .16$ ,  $p = .01$ ). Men more frequently have an internal locus of control while women have an external locus of control. There is a modest but significant negative relationship between locus of control and income ( $r = -.13$ ,  $p = .01$ ). The internals have lower incomes than the externals.

*H 3B.* Employees with internal locus of control are more satisfied with job content than those with external locus of control.

Internal employees are more satisfied with their job content (factor 2). Correlation analysis shows modest relationships with the factor 2 ( $r = -.124$ ). Factor consists of following scales: opportunities to excel in one's job, career opportunities, job content, independence and responsibility. A comparison of the means with one-way ANOVA show that significant differences about factor 2:  $F = 6.15$ ,  $p = .002$  (see Figure 3). Respondents with internal locus of control are more satisfied with this factor.



**Figure 3. Relationships between satisfaction with job content factor and locus of control *Hypothesis 4.* There is a significant relationship between locus of control and preferred motivational factors: internal employees have a higher intrinsic orientation whereas external employees are more extrinsically oriented.**

Considering the significance of various components of work motivation, it is clear that professional achievements, responsibility and independence, organizational culture and organizational policies are perceived as more important for internal employees than benefits, fair pay and stable working hours (Table4).



**Table 4**

Significance of Motivation Components in Groups with Different Types of Locus of Control

Factor	Difference between groups	Mean (max=15)			p
		I	I/E	E	
Fairness of pay	I-E	5.60	4.51	3.8	.005
Benefits	I-E	10.25	9.6	9	.001
Stable working hours	I-I/E	11.32	9.66	9.33	.0
	I-E				.0
Organizational culture	I-E I/ E -E	10.12	10.74	11.8	.0
					.0
Independence and responsibility	I-E	8.9	9.56	10.05	.021
Achievement	I-I/E	8.23	9.31	10.07	.0
	I-E				

I – internal locus of control

E – external locus of control

I/E – intermediate locus of control

The current study confirmed some tendencies in relationships between the work motivation process and particular personality factors. This study also provides some new data in the relationship between work motivation and job satisfaction, as well as the effect of beliefs on work-related phenomena. The study established a strong relationship between work motivation and job satisfaction and therefore confirms the significance of fulfillment of needs and their influence in terms of work motivation.

Satisfaction can be regarded as a set of attitudes; it consists of cognitive, emotional, and behavioral elements. The latter is the foundation of work motivation. Therefore job satisfaction may be relatively consistent with a general attitude toward work-life events, this is not very easy to change. Factor analysis conducted in the study revealed the main components of job satisfaction to be: professional relationships, job content, pay, and working environment.

This study provided an insight into employees' opinions on job satisfaction and motivating factors in Estonia, a country which entered the market economy relatively recently. The author would like to point out that the respondents displayed low satisfaction with their benefits; an underlying reason for this might be limited opportunities to influence these as a result of the concurrent economic recession. The study also revealed consistent differences in satisfaction and motivation between men and women (Kamdron, 2005), which is not characteristic in more economically developed countries. In 2013 gross hourly earnings of women was 24.8 per cent lower than men's (Gender Equality...2014).

The study revealed that some socio-demographic factors, such as job position and age have an effect on job satisfaction and work motivation. Notably important are differences between job position – these findings are not particularly emphasized in earlier studies. The reason probably lies in different meaning of job for different groups of job position.

It was established that employees' self-evaluation beliefs significantly affect their work motivation and job satisfaction. The study also showed that employees with internal locus of control demonstrated greater satisfaction with their work and higher motivation. A modest relationship between locus of control and job satisfaction, and work motivation became evident in the study: internal employees were more satisfied and, to a certain extent, more motivated than external employees. The same relationship was also established between locus of control and motivational orientation: internal employees were more intrinsically motivated while external employees were more extrinsically motivated. Some studies have shown that individuals who ascribed relatively high value to their extrinsic goal pursuits in comparison to their intrinsic goal pursuits had lower levels of subjective well-being (Kasser & Ryan, 1993).

These results confirm earlier findings that employees look for opportunities to identify points of fit between their personalities and work situations. The current study focuses on a topic broadly related to the human-environment relationship. A theoretical starting point for understanding job satisfaction is to identify satisfaction with an emotional state resulting from a correlation, or a lack of it, between needs, values and beliefs, and work-environment characteristics. Is job satisfaction of the internals higher because, due to their beliefs, they are less dependent on the environment than the externals – it apparently is so. Stewart & Barrick (2004) demonstrated four correlations between the behavior and personalities of employees. First, specific traits predict behavior only in relevant situations. Second, all traits are more likely to be expressed in “weak” situations than in strong ones. Third, a person can create or change a situation. Fourth, people choose situations which are congruent with their traits.

The locus of control is a rather confusing construct, containing several layers: the individuals' expectations for reinforcement, the perceived value of reinforcement, and the situation in which the individual finds him/herself (Kormanik & Rocco, 2009). Some researchers have interpreted this as control over individual's environment (Frost & Clayson, 1991).

There are several possibilities by which mechanisms of locus of control influence work related phenomena.

Is locus of control a personality trait, a reason or if it is included in the mediators class in the work-related processes? The author's viewpoint is in agreement with the first assumption. Locus of control belongs to the complex of personality factors (see Figure 1), which is confirmed by the results of current empirical study (see Table 5).

**Table 5. Multiple Hierarchical Regressions with Background Variables Entered in Step 1, Job Satisfaction Added in Step 2 and Locus of Control Added in Step 3**

Variable	Step 1		Step 2		Step 3	
	B	$\beta$	B	$\beta$	B	$\beta$
Gender (woman)	-.017	.06	.011	.004	.03	.095
Age	.08	.08*	.04	.068	.06	.065*
	-.23	-				
Job position	.22**		-.21	-.21**	-.12	-.12**
Income	.16	.17**	.15	.16**	.11	.103**
Locus of control			-.03	-.09*	.002	-.001
Job satisfaction					.6	.56**
R <sup>2</sup>	.010**		.11**		.45**	
$\Delta R^2$			.01		.34	

N=767

\*p < .05 \*\*p < .001

Locus of control is a relatively consistent element, belonging to the class of personal beliefs about person-environment relations, but besides that locus of control has some indirect influence on the work-related phenomena, too. Some researchers (e.g. Freedman & Philips, 1985) argue in favor of the view that control is a personality trait – even where situational constraints existed, internals tended to maintain stronger feelings of competence and self-determination than externals. Locus of control may influence job satisfaction through perceptual processes: internals may be predisposed to perceive the work environment positively, whereas externals may be predisposed to perceive the work environment negatively (Judge et al., 1998). Locus of control is connected with cognitive and emotional processes: in students' research, locus of control was found to be connected with more enjoyment and interest (Hadsell, 2010). People with strong internal locus of control enjoy more flow experience (Keller & Blomann, 2008).

It is important that organizations hexamine fundamental relationship between motivation and job satisfaction and take into account employees' different views towards their work performance.

## **5. CONCLUSION**

The findings of the current study will provide executives with information that will enable them to motivate their employees since they indicate that increasing a person's job satisfaction has an effect on his level of work motivation. Some factors, such as job position and age, have a more significant effect on work motivation than others. More attention should be paid to junior employees, service sector employees and workers. Fair pay, job content, work conditions and relationships with co-workers are significant motivators.

Employees react differently to stimulation provided by the work environment. The current study implies that characteristics such as locus of control affect employees' reaction to the influence of the supervisor.

Supervisors should be aware of the fact that employees will not always have a positive reaction to their initiatives and opportunities they provide for their development and taking on responsibility. The internals will certainly react positively but not the externals. It is important to ensure that workers have motives and values relevant to the type of organization and to the jobs in which they are placed. Two basic strategies for improving work motivation are the following: personnel selection and motivational training (Katzell & Thompson, 1990).

Organizations benefit from facilitating conditions for the improvement of the sense of self-efficacy and self-confidence. The findings of this study support the idea that an individual e.g. personalized approach is reasonable and necessary in modern organizations. To identify employees' individual needs is usually the duty of personnel departments. The author claims that, in addition to establishing a general motivational system for the whole organization, it is advisable to offer employees individual motivation packages depending on their position, needs, characteristics and beliefs. Implementing such measures may initially entail high costs, but the organization will benefit from this approach in the long term. The practical implications of the study will manifest themselves in the menu of means available to supervisors who would benefit from having instruments available for influencing employees.

### **5.1 Limitations and Future Research**

The scale construction had a certain effect on the outcome of the questionnaire. The respondents listed the motivational factors according to their perceived significance and that resulted in weaker correlations between the factors.

Quantitative methods do not allow a sufficiently thorough study of the phenomena, therefore the author concludes that there are similar elements in both job satisfaction and work motivation, but this topic

requires further study. The importance of beliefs in the job satisfaction and motivational process, as well as their impact on both, should also be studied in more detail. This study is fairly representative of the Estonian workforce. Some findings of the study - those relating to the socio-demographic factors that affect job satisfaction and work motivation - can be generalized and transferred to other countries with more or less similar economic and cultural environments. By contrast, the findings concerning the role of beliefs and the correlation between work motivation and job satisfaction are applicable to a wider group of countries. Research results about the relationships work locus of control and job satisfaction across 24 samples in different cultures confirm this assumption (Spector et al., 2002). Any future research should focus on further study of personal factors and work-related phenomena, using more qualitative methods.

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