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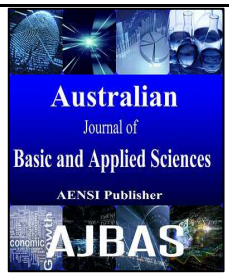

The Relationship of Motivation and Absenteeism in The Public Sector: Job Satisfaction As Mediator

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ABSTRACT

The main purpose of this study is to provide a review of the effect of job satisfaction as mediator on the relationship between motivation and absenteeism in the public sector**.** This study aims to propose a framework that shows the positive relationships between these three variables**.** From the extensive reviewed on the literature, it appears that job satisfaction does play an important role in promoting the organizational sustainability through a high level of motivation and less absenteeism.

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INTRODUCTION

Human resources, both as labor and as a business function has traditionally been viewed as a cost to be minimized and a potential source of value creation, or what Hamel and Prahalad (1994) termed "numerator management". Labor cost continue to be the single largest operating cost in many organizations (Brian and Barry, 1996) and reductions in employment continue to be a major aspect of strategies to restructure operations and reduce these cost (*e.g* Uchitelle & Kleinfield, 1996).

This new perspective, addressed by special issues and forums in this journal and in others (Industrial Relations, Journal of Accounting and Economics), suggests that HR (both the function and the system) contributes directly to the implementation of the operating and strategic objectives of firms. Furthermore, new strategic role for HR has attracted interest in the subject beyond the traditionally narrower boundaries of human resource research. The strategic approach draws heavily on psychology, economics, finance, and strategy, and we feel that the best research will likely come from taking an interdisciplinary focus. Human resources decisions will give influence to organizational performance. In the simplest terms, they must either improve efficiency or contribute to revenue growth. One of the main targets in any organization is adapting the changes of markets and employee needs. Thus, managers have huge responsibilities to improve and arrange these relations to act powerfully in the market (Beer, 1984) in which the strategies and the composition of organizations have change a lot.

Therefore, the managers must compile their plans to these changes to set missions, and predicted outputs as well as reaching enough efficiency and effectiveness. It is critically important for organizations today to recruit high performing employees. To many in the world of work, absenteeism is one of those stubborn problems for which there is no clear culprit and no easy cures (Rhodes & Steers, 1990, p. 1). One of this factor which has been cited by different researchers is an employee's level of low job motivation in the workplace is dissatisfaction with their job (Thirulogasundaram & Sahu, 2014).

Absenteeism is defined as the failure to report on work. And absenteeism is a huge cost and disruption to employers. Absenteeism can be very costly to organisations and enormous savings can be realised through effective management of non-attendance at work (Beverly, 2005) Dissatisfaction with working conditions or the belief that there is a lack of promotion opportunities in the organization are judgments based on attempts to create meaning out of one's job. The conclusion that a job is good or bad is an interprets reality and, when there is a

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significant difference between what is seen and what exists try to eliminate the distortions. Failure to deal with the differences when individuals perceive the job in negative terms will result in increased absenteeism and turnover and lower job satisfaction (Robbins & Judge, 2007).

In the other hands, the relationship between demografic factors and absenteeism was also been investigated. The results indicate a significant relationship between respondents' biographical characteristics (gender, age, number of dependents, tenure and marital status) and absenteeism. There was also found that there are positive significant relationships between the level of job satisfaction and absenteeism.

Problem Statements:

One big question that organizations may find hard to answer is how to separate individuals who will perform well from those who will not. The answer may to some extent relate to the type of personality that one exhibit. Discussions that concern personality as a valid predictor of job performance have flourished ever since Barrick and Mount (1991) conducted a substantial meta-analysis on the same topic. The commercial aspects that comes along with personality testing has been one factor that has contributed to a more specialized focus in the field of personality testing in their recruitment processes there has been reasonable doubt in terms of their true usefulness (Giles, Burch & Anderson, 2008).

To date, the major objective in most research studies have been to investigate the potential relationship between the famous Five-Factor Model (FFM) and overall job performance. More specifically, researchers have been motivated to discover the factual relationship between broad personality traits and their direct impact on job performance. Moreover, research suggests that personality traits and their predictor variables can be generalized across all occupations and works task (Barrick & Mount, 1991).

Besides, motivation is the study of behavior principles and behavior indicates the attempt to perform situation adaption (Franken, 2002). In this regard, Franken mentioned that employees have an intrinsic motivation to overcome and survive. If the logical mind investigates a situation and finds it out to be unthreatening, the brain shuts down the emotional response and if the environmental situations are recognized to be relaxed, then he/she feels no need to reply, react, and defeat.

Arguably, a person requires sufficient incentive to develop the internal motivation to do something else. Additionally, the author states the rewarding for having better performance or behavior is an external reward or motivation. While those rewards, similar to the viewpoint of reaching ones job height, develop an intrinsic motivation to accomplish more. Then, the individual designs a path or action plan to realize that objective. In addition, the emotions role is to enable individuals to develop ones situation and view to create steps for feelings of stimulation to perform better (*in* Payam, Akram, Majid, Seyed, 2013).

For better understanding of employee attitudes and motivation, Federick Herzberg performed studies to determine which factors in an employees work environment soused satisfaction or dissatisfaction. He published his findings in the 1959 book The Motivation to Work. Herzberg found that the factors causing job satisfaction (and presumably motivation) were different from that causing job dissatisfaction. He developed the motivation - hygiene theory to explain these results. He called the satisfiers motivators and dissatisfies hygiene factors, using the term "hygiene" in the sense that they are considered maintenance factors that are necessary to avoid dissatisfaction but that by themselves do not provide satisfaction. Extrinsic motivation behaviors include the actions that are extracted from external rewards, such as payment, esteem, material properties, and positive evaluation. In addition, via the change and the identification of environmental contingencies, involving extrinsic empowerment, the increases of motivation ore realized in workplace behaviors such as attendance, selling promptness, cost reduction, productivity, sales work quality, and customer service (Komaki, 1982).

Research Objectives:

1. To investigate the relationship between motivation and absenteeism amongst Public Sector
2. To determine the relationship between motivation and job satisfaction on a in Public Sector
3. To examine the relationship between absenteeism and dissatisfaction amongst Public Sector

Literature Riview:

Job satisfaction formulates the employee more considerate and concerned for the organization. The multinational organizations always take considerable actions to improve the employee's performance in every stage of their profession. On the other hand, it should be borne in mind that motivation is not a magic show that can perform miracles. There is no secret or trick to motivate people to do good work. It took just few things in consideration to create motivation like spending fair time with staff, advice people what ought to be done, what standards you expect, work on their problems and help them to succeed. Motivation can only be improve if the particular member of staff is trained to obtain vital skills and ability such as training could be both on the job and off the job. But with the condition the training components are designed in such a way which helps in achieving their motivational learning objectives of work.

In conclusion, Human Resource Management (HRM) is a planned and sound approach to the most valued assets of management. The employees put their effort individually and collectively with more commitment and loyalty for the achievements and goals of the organization or business (Amstrong & Michael, 2006) and that's why this trend has been increased with the passage of time. Thus, different practices and approaches have been used and work motivation is one of them. In the previous studies, authors explained work motivation with different intervening variables (intrinsic and extrinsic rewards).

Self motivation for achievement or achievement motivation of employees is generally assumed to have important impact on their performance and satisfaction. It is deep rooted in human nature. Some individuals appear to have an intrinsically high level of self-motivation for achievement while others have low in the same job. The first category people typically do not require the use of external incentives to prompt them to work towards their goals because they already have the desire to do so. People who are motivated mainly by a high self-motivation for achievement will seek out challenging tasks and work hard to succeed at them. People low in self-motivation for achievement tends to pursue very easy tasks or where the chances of success are high. But people who are in the other extreme choose tasks that are extremely difficult, where no reasonable person could be expected to succeed.

Therefore, the employee who posse higher self-motivation for achievement will tend to great satisfaction in the job. Some believe it is simply how content an individual is with his or her job, in other words, whether or not they like the job or individual aspects or facets of jobs, such as nature of work or supervision. Others believe it is not simplistic as this definition suggests and instead that multidimensional psychological responses to one's job are involved.

Motivation:

Motivation is the result of the interaction of the individual and the situation. Certainly, individuals differ in their basic motivational drive. Motivation is the processes that account for an individual's intensity, direction and persistence of effort toward attaining a goal. The three key elements in motivation definition are intensity, direction and persistence. Intensity is concerned with how hard a person tries. This is the element most of us focus on when we talk about motivation.

However, high intensity is unlikely to lead a favorable job -performance outcomes unless the effort is channeled in a direction that benefits the organization. Therefore, we have to consider the quality of effort as well as its intensity. Effort that is directed toward, and consistent with, the organization's goal in the kind of effort that we should be seeking. Finally motivation has a persistence dimension. This is a measure of how long a person can maintain effort. Motivated individuals stay with a task long enough to achieve their goal (Robbin & Judge, 2007)

The majority of theorists in the area of motivation argue that, there is an unquestionable link between motivation and job satisfaction and motivation with employee loyalty to the organization (Basset-Jones & Lloyd, 2005; Chen *et al*., 2004; Lok & Crawford, 2004; Pool & Pool, 2007). Sirota *et al.* (2005) in a study of motivation and job satisfaction, involving 135,000 respondents from different countries and groupings, found that organizations employing motivation strategies, that include three major things, *i.e.* justice, companionship and achievement.

Barber and Bretz (2000) mentioned that reward management systems have major impact on organizations ability to catch, retain and motivate high potential employees and as a result getting the high levels of performance. The individual motivation of employees plays an important role in getting high level satisfaction (Petcharak, 2004). Motivation is a process in which people are influenced to move onwards for performing something especially to fulfill their needs and get satisfaction (Butkus & Green, 1999). Baron (1893) defined motivation in his own right. He said that…*"motivation is a collection or arrangements of procedures involved in push and pull forces that makes the actions stronger towards success"*. Kinicki and Kreitner (2001) assume that motivation corresponds to such emotional processes that cause the inspiration and determination of voluntary actions that helps to attain the goals. Rutherford (1990) found in his research that motivation is the effective agent in an organization because; motivated employees are always innovative in their jobs. It is task for the organization to appreciate and understand the procedures necessary to have an effect on encouragement of their workers.

Absenteeism:

There are so many reasons for which employees are remaining absent on their duties. Most of the previous researchers had concluded that absence on duty is a complex variable and that it is influenced by multiple causes, of personal as well as organizational. But in our study we paid much importance to job satisfaction and motivation of employees, to make motivate to an employee, job satisfaction is essential. Job satisfaction is linked with motivation and it has been considered as one of the instrumental factor that influencing an employee to attend and perform systematically the assigned jobs (Thirulogasundaram & Sahu, 2014). Absenteeism has long been considered a significant and pervasive problem in industry. Low job motivation represents the primary cause of absenteeism. As a result, theories have been developed and numerous studies conducted to

identify the causes of absenteeism. Probably one of the most common theories is the notion that absenteeism is caused by employees avoiding a painful or dissatisfying work situation.

Job Satisfaction:

Leaders or managers should be aware of the distinct issues workers need in their work in order to boost performance. In case the factors that dissatisfy workers are not achieved, then the workers cannot be motivated by those factors that make jobs satisfying, (Boeree, 2006). The extrinsic and intrinsic incentives are interconnected to motivation when extrinsic incentives are offered by the organisation leadership and are in a job then the individual worker will be encouraged by these positive external motivators to develop a positive relation to his/her job therefore creating the intrinsic incentives that are derived from that relationship of the worker and 27 his job. Both the presence of these external motivating factors and those internal to the job that are intrinsic will then drive a positive attitude towards work, hence motivation and the resultant good performance will be observed. Frederick Herzberg's hygiene theory is linked to the questions in the questionnaire that are related to the working conditions at the district, salary and benefits, supervision, job security, interpersonal relationships while his theory of motivation is linked to the questions in the questionnaire that concerned about the act of recognition, achievement in ones job, advancement in ones work responsibility over ones job.

Proposed Hypotheses:

a) The Relationship between Motivation and Absenteeism:

Maslow's (1954) theory, which is one of the best known theories, holds that employees would be motivated by and satisfied with their jobs only if certain needs are met (Aamodt, 2004). The five major needs are as follows:

1. Basic biological needs:

According to Maslow's theory, individuals are concerned first and foremost with satisfying their needs for food, water, shelter and other bodily needs. An unemployed individual, who is homeless, will be satisfied with any job as long as it provides for these basic needs (Aamodt, 2004).

2. Safety needs:

These needs include security and protection from physical and emotional harm (Robbins *et al*., 2003). This implies that employees will remain satisfied with their jobs only if they believe the workplace to be safe to work in (Aamodt, 2004).

3. Social needs:

Organisations attempt to satisfy their employees' social needs by providing things like cafeterias, organising sport programmes and family events (Aamodt, 2004). Once the first two levels of needs have been met, employees will remain satisfied with their jobs only when their social needs have been met (Aamodt, 2004). Social needs include the need for affection, belongingness, acceptance and friendship.

4. Esteem needs:

Once an employee's social needs have been met, they start to focus on meeting their esteem needs. According to Aamodt (2004), organisations can help to satisfy these needs through awards, promotions and salary increases.

5. Self-actualization needs:

According to Robbins *et al.* (2003), self-actualization needs include the need for growth, achieving one's potential and self-fulfillment. An employee striving for self-actualization wants to reach their full potential in every task. Therefore, employees who have been doing the same job for a long time might become dissatisfied and unmotivated in search of a new challenge.

H_1 High level of absenteeism is caused by low job motivation. Employees' are getting different kinds of leave with pay and all types of amenities to take care of their obligation as and when it requires. Apart from this employees' are remaining absent from their work is other words known as absenteeism. Job dissatisfaction means low job motivation is the main cause that leads to absenteeism of an employee (Thirulogasundaram & Sahu, 2014) .

b) The Relationship Between Job Satisfaction and Absenteeism:

Literature therefore suggests that a dissatisfied employee will most likely be absent. However, there appears to be disagreement concerning the strength of this relationship as absenteeism is influenced by a number of inter-related factors (Beverly, 2005).

H_2 Most research indicates a consistent negative relationship between satisfaction and absenteeism, even though the correlation is not very high (Robbins, 1989; Spector, 1997).

c) The Relationship Between Motivation and Job Satisfaction:

Satisfied employees are in better health and have longer life expectancy. Connolly and Myers (2003) further maintain that a lack of job satisfaction has been associated with symptoms like anxiety, depression and poor physical and psychological health, which have concomitant consequences for absenteeism and commitment.

H3 High level of absenteeism is caused by low job motivation. Employees' are getting different kinds of leave with pay and all types of amenities to take care of their obligation as and when it requires. Apart from this employees' are remaining absent from their work is other words known as absenteeism. Job dissatisfaction means low job motivation is the main cause that leads to absenteeism of an employee (Thirulogasundaram & Sahu, 2014) .

Methodology:

This study attempts to utilize quantitative research method. A questionnaire will be collected at Public Sector. Keeping in mind what researchers have discussed in their work with relation to the effect of work motivation and job satisfaction on absenteeism, this paper is been designed and the research is been conducted to have a clear view of the relationship. In this paper, job satisfaction is been analyzed through the change in work motivation. A questionnaire will be designed to collect the required data for motivation, satisfaction and absenteeism. Data will be analyzed using descriptive statistics including mean, median and standard deviation. Regression Analysis also will be carried out to study the effect of work motivation and job satisfaction on absenteeism in public sector.

Conclusion:

Research framework:

Diagram 1 above shows the relationship between motivation and job satisfaction on absenteeism. This model will show a comprehensive understanding on the relationship between the variables. The proposed model can be tested empirically to support the relationships of the variables in the future research.

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