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**INFLUENCE OF EMPLOYEES MOTIVATION ON JOB SATISFACTION: A STUDY OF RIDERS IN COURIER INDUSTRY**

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**ABSTRACT**

*The research paper refers to Influence of employee motivation on job satisfaction in courier companies in Karachi. Employees who work in OCS, TCS, Express Courier Services, Leopards M&P, DHL, etc. were chosen through laminated appropriate sampling. Study examined the job satisfaction and employee relationship. The primary data has been collected from 150 employees of different organization. The data that has been gathered for the research states that if organizations improve their effectiveness of study, methods and procedures involved. The convenient sampling method has been followed as per the convenience of researcher. The relation between variables shows the impact of variables on one another. The results indicate financial system; job security and progress career path to riders would retain them in the organization and also provide motivation for their job. The study revealed that monetary incentives and salary hugely satisfy their job increases their motivation and so. It is proved in this study that job satisfaction is the independent variable and motivation is dependent variable, and the year directly proportional to each other.*

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**Keywords:** Job satisfaction, employee motivation, Employee retention, competitive wages, job security

**INTRODUCTION**

There are five factors that belong to the job satisfaction: (i) Employees' attitude, (ii) Competitive wages, (iii) Job security, (iv) Progress career opportunity, and (v) Employee retention. The courier business is a service supplier that provides services like, delivery of enormous & serious things, safely & firmly transported, signature needed delivery for vital things, worldwide delivery, next day delivery, way delivery, Ability to trace your delivery (Terera and Ngirande, 2014). In this business the courier's motivation performs important role as a result riders deliver customer's trust and delivery riders represent courier Company during a skilled and efficient manner to extend their profitableness and job satisfaction. This study solely analyses couriers riders of courier industry in Karachi.

**LITERATURE REVIEW**

Erbasi and Arat (2012); Asvir Naveed, Ahmad Usman & Fatima Bushra (2011) scrutinized the impact of monetary and non-monetary incentives on job satisfaction. In Turkey and the distinction of worker

attitudes associated with job satisfaction and encouragement (Mustapha, 2013). According to the consequences of the analysis, a huge relation is determined between the money and non-money incentives and also the job satisfaction of staff, when these associations contrast the results that the attitudes towards money incentives have a stronger impact on job satisfaction than the attitudes towards non-monetary incentives (Rafique, Ayesha and Asif, 2015).

Danish and Ali (2010) explored the facet of the periodical pay growth, stipend, additional benefit, fringe edges and various compensations keep their morale high and build them extra encouraged. Though employees disagree on these factors, but they overwhelmingly opt for good wages as the highest inducement (Peter, 2014). A superior salary is an external reward with intrinsic potency. On the outward good wages seem to be strictly extrinsic. Yet, at emotional level, monetary rewards exchange a few words what the company values and influence employees' emotional and married wellbeing. Waithaka Moses (2013) investigated the affiliation between worker motivation and job satisfaction. It concludes that the majority workers in government departments were glad about a wage addition in their individual departments and none of them was discontent with a wage increase. Though most of the defendants were not happy with their present wages, payment and annual growth and would leave if presented higher terms and situation somewhere else. Consequently, the study concludes that monetary incentives powerfully manipulate employee's job satisfaction. Leete (1999) argued that as a result of non-profit-making, organizations bank disproportionately on essentially staff, they explore the link between wage dispersion and worker motivation. The marketplace information from the 1990 North American country Census on non-commercial and for-profit workers notices a powerful link between pay equity and sector of employment (Binder, 2007 and Block, 2005). This discovery is subsidiary of that salary equity is said to impact upon employee motivation, different clarification for the discovered salary patterns area unit scrutinized and rejected. Jed De Varo (2016) developed a hypothetical model within which for-profit and non-profit-making manager struggles to employ a worker to impel motivation from the non-profit's collective mission (Khan, Waqas & Muneer, 2017).

#### **PROBLEM STATEMENT**

Riders are not held in any courier association, because of the low wages, less advance vocation opportunity. There isn't professional stability that would be held to riders, attributable to the awful conduct of chief, rider gets depleted and additionally at whatever point rider go to at clients home for conveyance and client don't acknowledge. This is extremely riotous for

riders, and then riders get disappointed from their position and their inspiration level additionally goes down. Each courier association needs to give premium administrations to the clients yet that would be conceivable when riders would be dependable for their organization.

The riders would be dependable when association satisfies their activity fulfillment’s components on the grounds that if association would not consider their riders thus, rider's state of mind and conduct will be transformed, they won't fulfill their clients and won't think about shipments or conveyance divide, carelessness will be intensified, and this is exceptionally non-beneficial for any association. Organizations need to take a shot at variables of employment fulfillment like, aggressive wages, vocation advance open door, employer stability in light of the fact that these elements propel the riders and when the riders get spur, they would be fulfilling and hold to the association.

**OBJECTIVES**

- To determine the effects of riders' attitude on riders' job satisfaction at courier industry.
- To examine the influence of focused wages on riders' job satisfaction at courier industry.
- To find out the effect of job security on riders' job satisfaction at courier industry.
- To determine the impact of progress career opportunity on riders' job satisfaction at courier industry.

**THEORETICAL MODEL**



**FIGURE-1: THEORETICAL FRAMEWORK**

At the on top of diagram, there are two variables. Values of dependent variable are depending on independent variables if there's a modification in independent variable dependent variable would also be modified. Independent variables are those variables, that don't rely upon different variables for modification in their values.

#### **RESEARCH METHODOLOGY**

This study is used descriptive survey method about influence of rider's motivation on job satisfaction of courier organizations in Karachi. The problem is that riders are not retained with organization because of dissatisfied with their job that's why their motivation level decreases while on duty, this descriptive survey has proved that if organization fulfilled the factors of job satisfaction, riders motivation would be increased and organization will be profitable. This research is based on primary and secondary. Primary data is collected from the riders of different organizations. This research is designed to emphasize the factors including competitive wages, job security, progress career opportunity, employees' attitude, good work condition. The methods of collecting data included questionnaires and interviews and were analyzed using descriptive statistics.

#### **POPULATION**

The target population of this study is the riders at the different courier organization (like, TCS, M&P, LEOPARDS, OCS, etc.) The sample size of population is 150 riders of the target population. The data gathered from different riders of different organizations. The questionnaire paper has been filled by riders, all riders gave true information. The population under consideration is homogeneous.

#### **INSTRUMENT SELECTION**

In this research we will use statistical package for the social sciences (SPSS) as an instrument for the selection purpose. There are 20 questions in a survey questionnaire. 10 are based on independent variable that is job satisfaction while other 10 are based on dependent variable that is employee's motivation, and surveyed on handmade questionnaire paper.

#### **RESEARCH HYPOTHESIS**

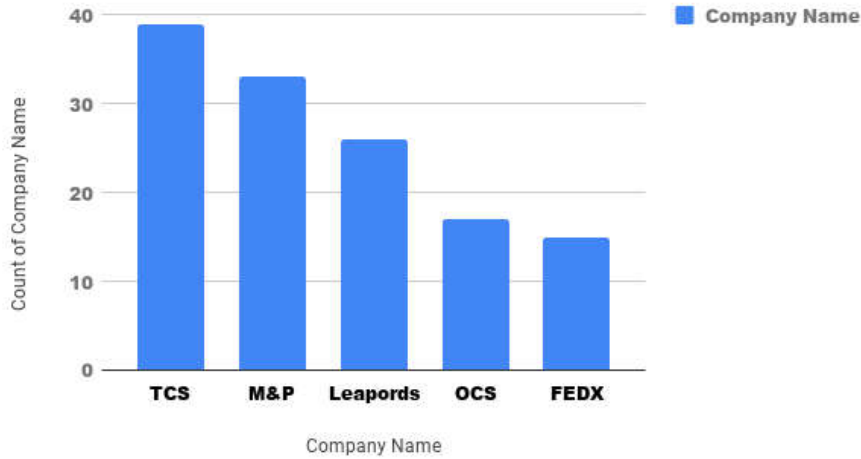
There is significant impact of job satisfaction on motivation of courier riders.

#### **RESULTS AND DISCUSSION**

**Research and Findings of Respondents:** Questionnaire executed 20 questions where each question belonged to their professional life of riders and accomplishes the purpose of this questionnaire for checked out their

motivation and satisfaction of riders' job, and this survey has been conducted 150 riders the population size.

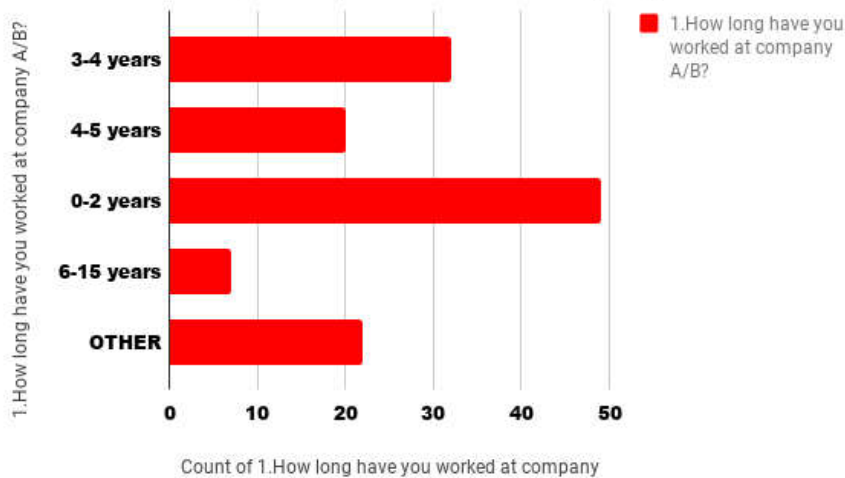
**Q NO: 1 Company Name**



**FIGURE-4.1: COMPANY NAME**

Respondents have been selected from different organization, questionnaire conducted only on riders, as above mentioned that 38% riders responded from TCS, 33% riders responded from M&P, 25% responded from leapords, 15% responded from OCS, and 12% responded from FEDX.

**Q NO: 2 How long have you worked at company A/B?**



**FIGURE-4.2: WORK DURATION**

In this question, riders mostly responded 0-2 years (50%), so this chart is clearly showing that riders are not retained to organization just because of low motivation and dissatisfied from their job.

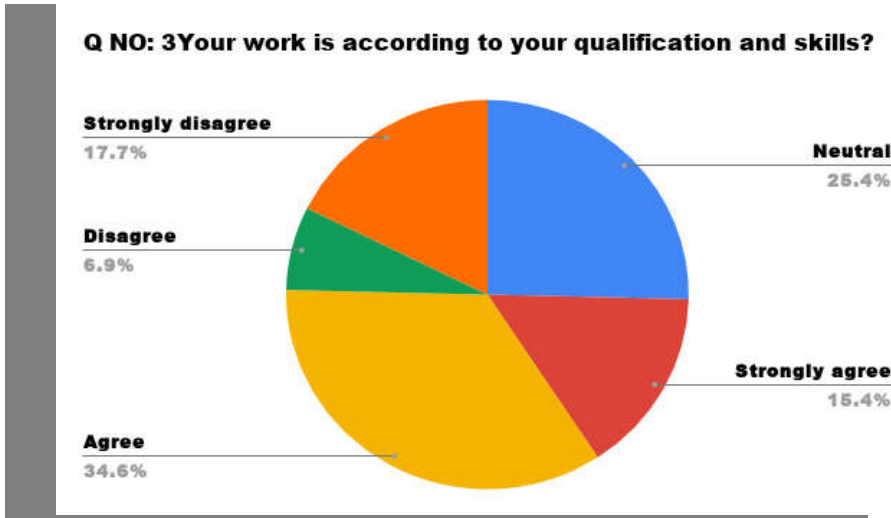


FIGURE-4.3: QUALIFICATION AND SKILLS

Riders' job description and specification requirements are not highly demanded, so riders have at least matriculation and intermediate for this job. In this question, riders are mostly responded (Agree 34.6%) so, riders are permitted and satisfied with their qualification.

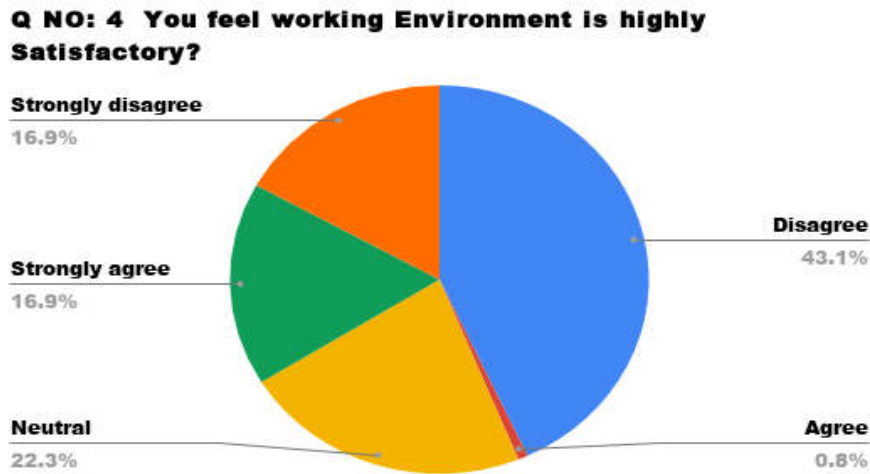
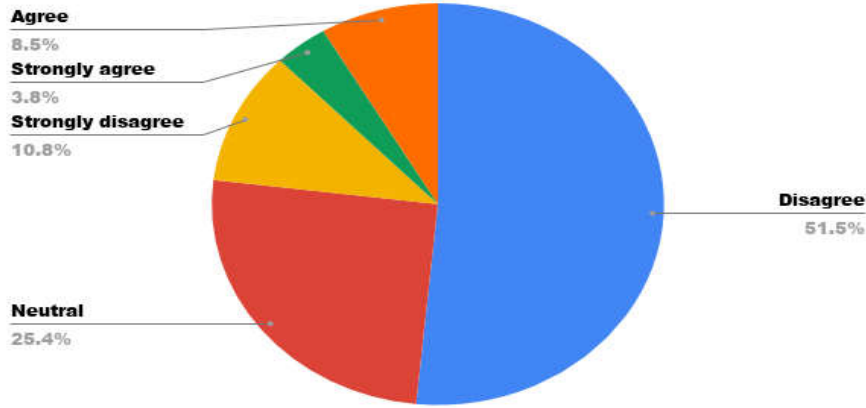


FIGURE-4.4: ENVIRONMENT SATISFACTION

In this question, riders are dissatisfied from their working environment because they indicated disagree (43.1%), some riders are also indicated neutral (22.3%) but mostly riders are not highly satisfactory.

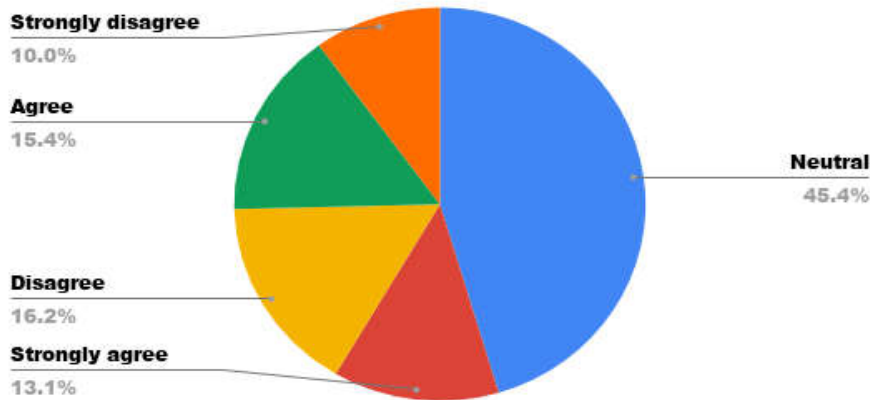
**Q NO: 5 You are comfortable sharing your opinions at work?**



**FIGURE-4.5: SHARING YOUR OPINIONS AT WORK**

Well, in this question (51.5%) riders disagree which is proved that organization is not considered riders' point of view and does not create healthy environment, also they are not considering the riders' criticism.

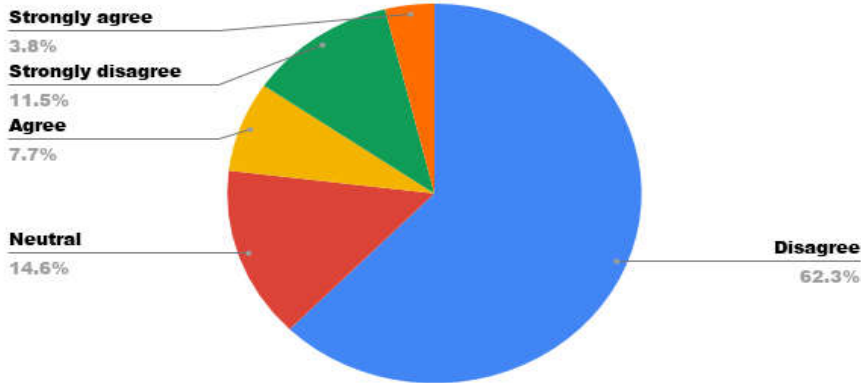
**Q NO: 6 You are empowered and encouraged to solve problems on your own?**



**FIGURE 4.6 SOLVE PROBLEMS ON YOUR OWN**

Here, riders responded very critical answers, neutral (45.4%) and Agree (15.4%), which shows that some riders are resolved their problems by their own or sometimes they are not willing to resolve just because of dissatisfaction while job.

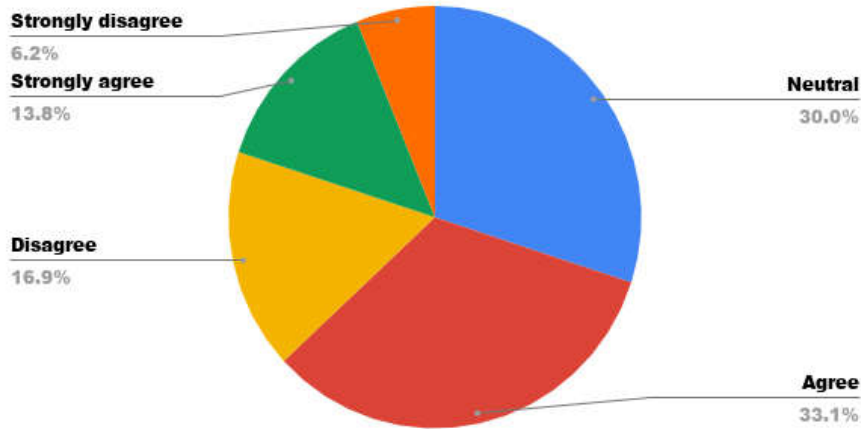
**Q NO: 7 Your job gives you a strong sense of personal satisfaction?**



**FIGURE-4.7: PERSONAL SATISFACTION**

Here, riders are highly disagreeing (62.3%), it means riders are not happy with their job that's why they do not get it the personal satisfaction.

**Q NO: 8 Senior management communicates well with the rest of the organization?**

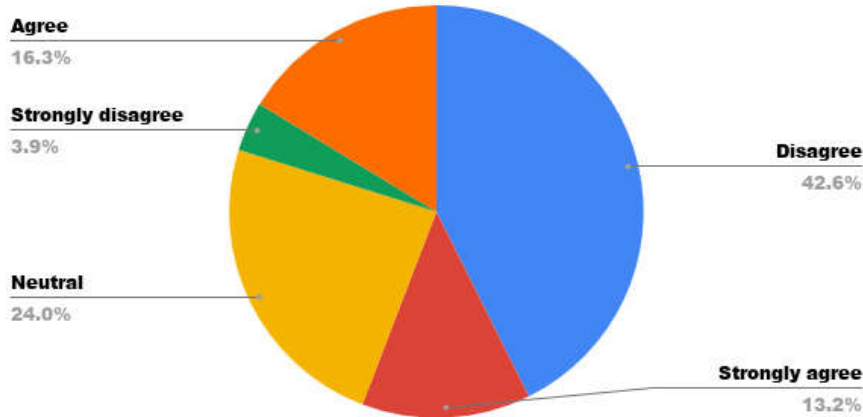


**FIGURE 4.8 SENIOR MANAGEMENT COMMUNICATIONS**



Well here, some positive responses acquired from riders, they are neutral (30.0%) and Agree (33.1%) with this statement, that senior management communicates well, and this gives them satisfaction and motivation on the job.

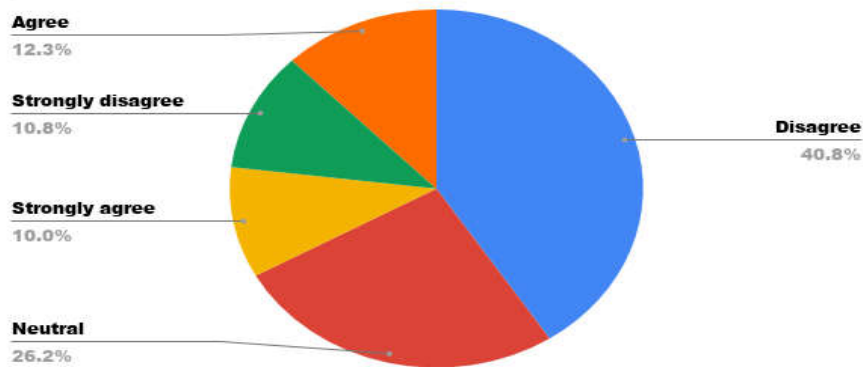
**Q NO: 9 The manager gives freedom you need to do your job effectively?**



**FIGURE-4.9: FREEDOM IN YOUR JOB**

Some riders are neutral (24%) because they have good relationship with some managers, but mostly disagree (42.6%) because when the parcel or shipments are not delivered on time or some negligence occurred while job, so managers do not pardon them.

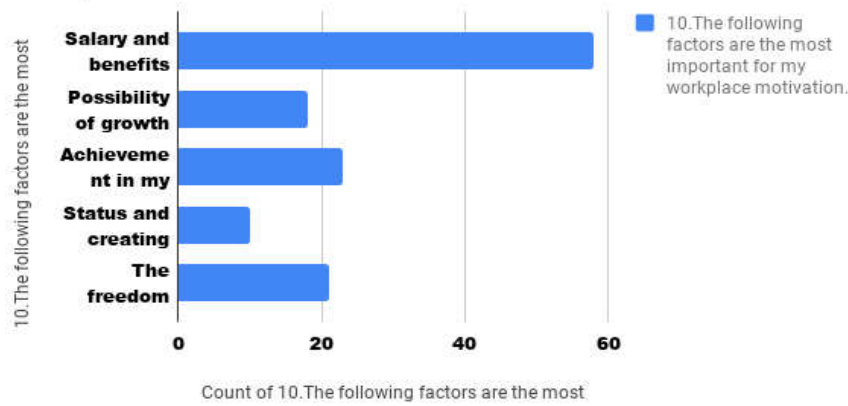
**Q NO: 10 The organization gives incentives to superior performance?**



**FIGURE-4.10: INCENTIVES FOR SUPERIOR PERFORMANCE**

When the riders are not satisfied their job so how could be expected superior performance’s incentives, while job, riders also do not satisfy their customer because they are just gotten rid of from the shipments, that’s why their performance are not virtuous, and they do not get recognition and rewards as well.

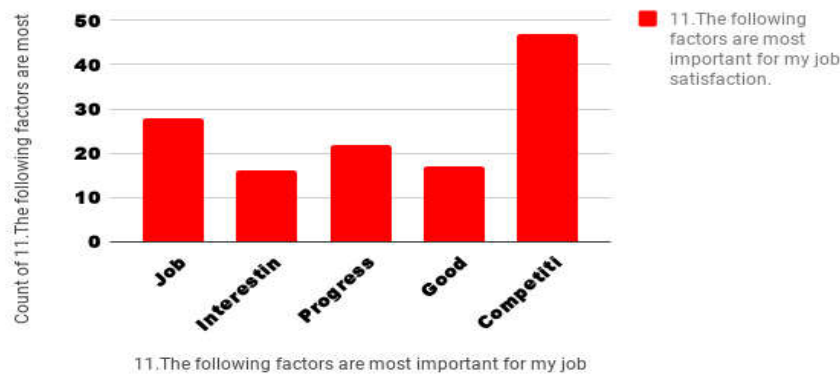
**Q NO: 11 The following factors are the most important for my workplace motivation?**



**FIGURE-4.11: MOTIVATIONAL FACTORS**

In this question riders strongly mentioned salary and benefits (57%), because competitive wages are the highly satisfaction of each riders, they just want worthy wages, this is the main motivation in this whole era, because we all are aware from the inflation.

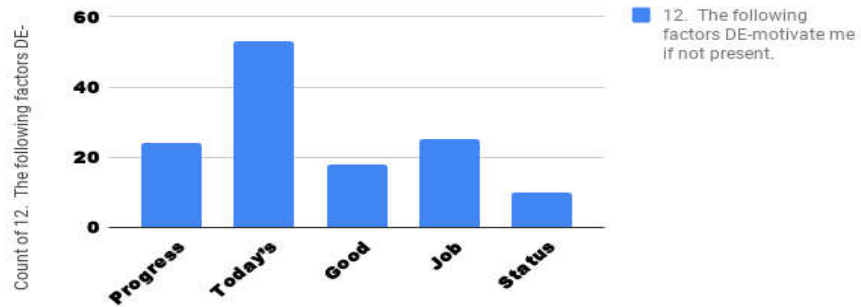
**Q NO: 12 The following factors are most important for my job satisfaction?**



**FIGURE-4.12: JOB SATISFACTION FACTORS**

The most important factor for job satisfaction has been responded from riders, the competitive wages (36.2%), and the second one is job security (21.5%), and the third one is progress career opportunity (16.9%), well these three factors are the highly motivated and satisfaction for any riders, organization must be taken seriously and re structured their reward system and also programmed their career opportunity for retention.

**Q NO: 13 The following factors DE-motivate me if not present?**

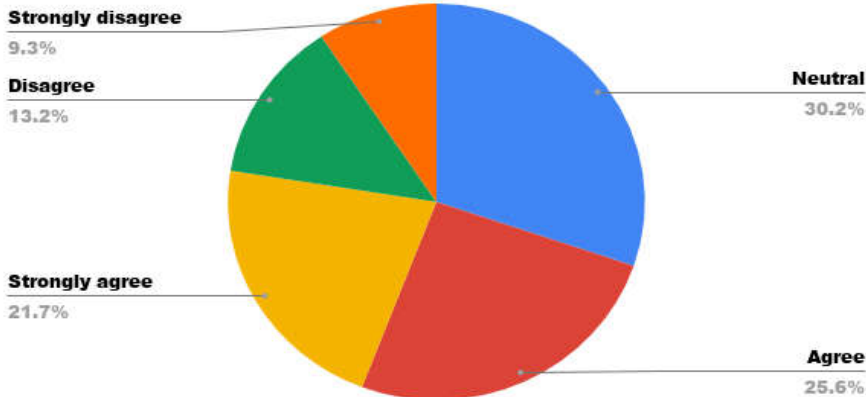


12. The following factors DE-motivate me if not present.

**FIGURE-4.13: DE-MOTIVATION’S FACTORS**

Riders have been expected priority Today’s Salary level (40.8%), and second is job security (19.2%), third one is progress career opportunity (18.5%), if these are not present, they will get de-motivated.

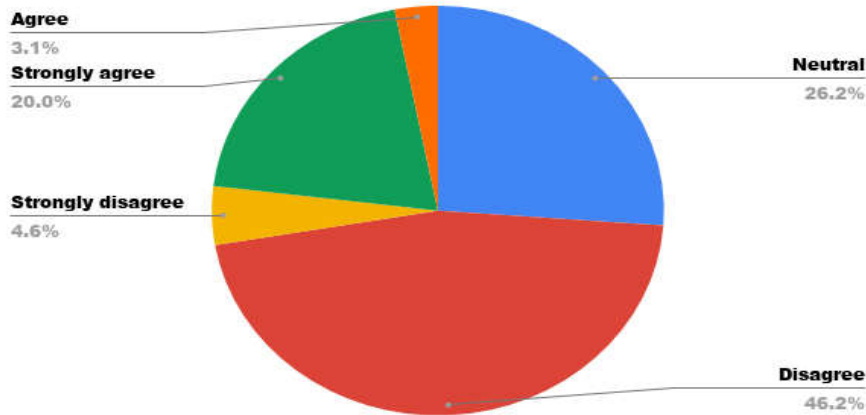
**Q NO: 14 The mission/ purpose of my company makes me feel my job is important?**



**FIGURE-4.14: FEEL IMPORTANT**

In this question riders understand and agree that their job is important, and organization also realized them that riders' job is really critical because every shipment belongs to the customers' emotions, so riders must pay attention for the shipments that's why riders responded Neutral (30.2%), Agree (25.6%), disagree (13.2%).

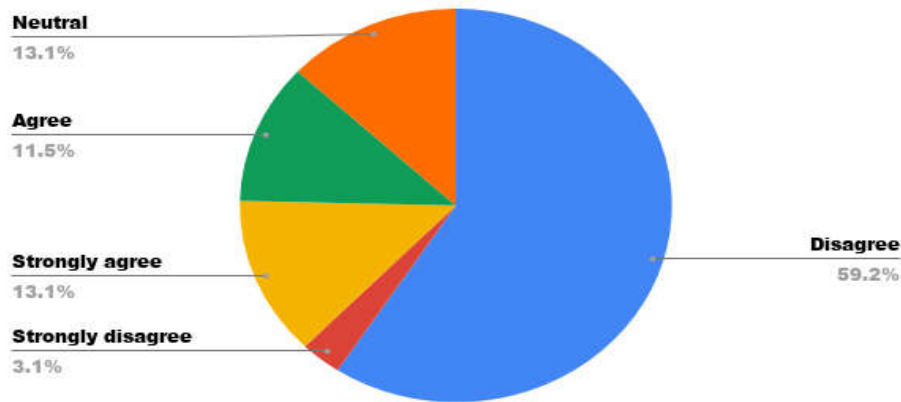
**Q NO: 15 Payment matches to your job performance?**



**FIGURE-4.15: JOB PERFORMANCE**

Riders have strongly responded Disagree (46.2%), and Neutral (26.2%), it means they are highly dissatisfied their payments.

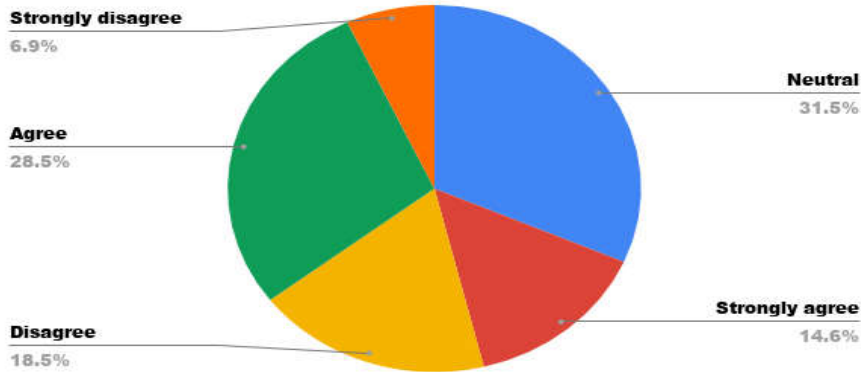
**Q NO: 16 Job is rewarding, satisfying and it's enjoyable to come to work every day?**



**Figure-4.16: JOB REWARDING**

Some riders responded Strongly agree (13.1%), Neutral (13.1%), but mostly riders Disagree (59.2%). It means they are highly de-motivated just because of when the customer returned their parcel at the door step and sometimes customer is not available at home so these are the main challenges of their job but if the organization offers competitive wages, then riders must be motivated while performing job.

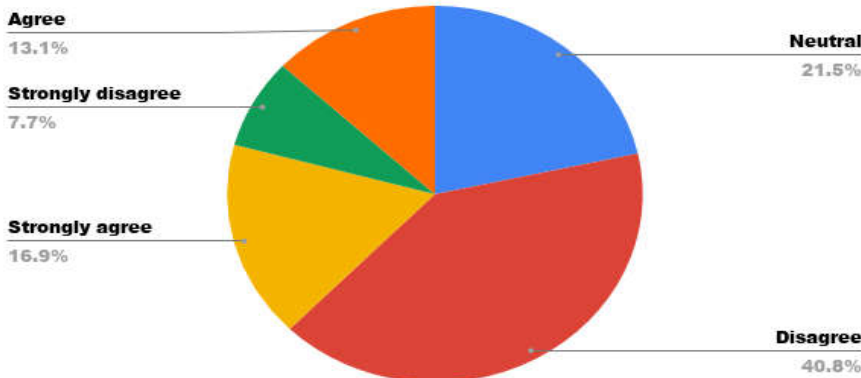
**Q NO: 17 I have the materials and equipment I need to do my work right?**



**FIGURE-4.17: MATERIAL AND EQUIPMENTS**

In this question, riders have responded Agree (28.5%), Neutral (31.5%), and Disagree (18.5%), Strongly Agree (14.6%). These results show organization provides the safety equipment while performing job.

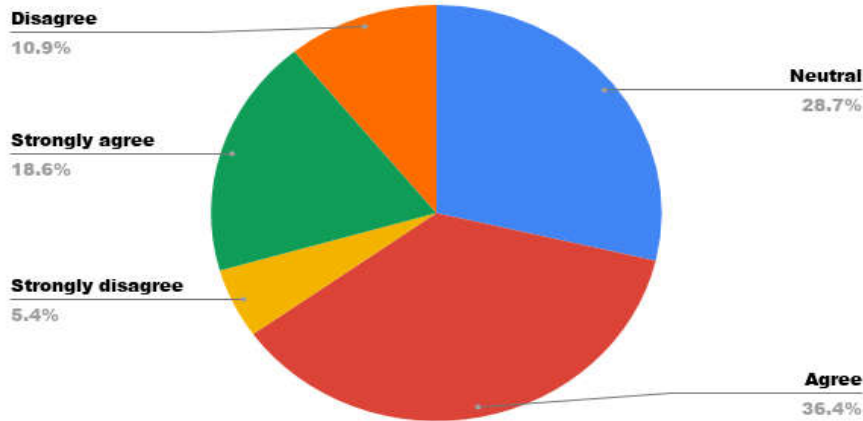
**Q NO: 18 I have received recognition or praise for doing good work?**



**FIGURE-4.18: RECOGNITION**

Riders have not received any recognition or praise even this is the main tool for motivation, but here Disagree (40.8%), Neutral (21.5%), and Strongly Agree (16.9%), it means some riders get praise sometimes when they perform peak level performance.

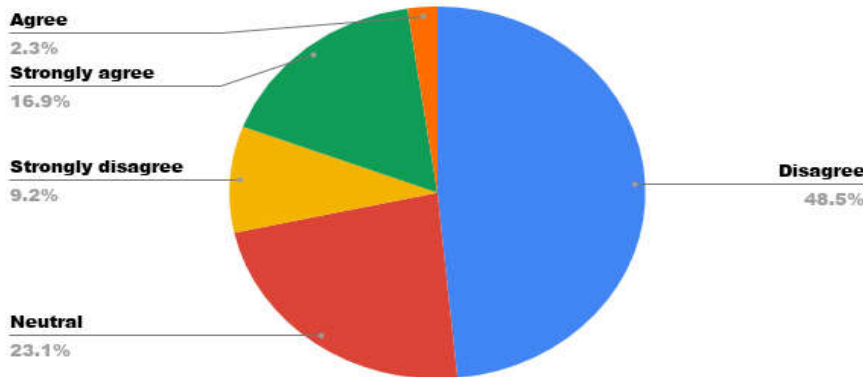
**Q NO: 19 Job promotions are awarded based on merit?**



**FIGURE-4.19: JOB PROMOTIONS**

Riders are Agree (36.4%), Neutral (28.7%), and Strongly agree (18.6%), it means they are of the view job promotions should be awarded on merit system, which is fair for all riders.

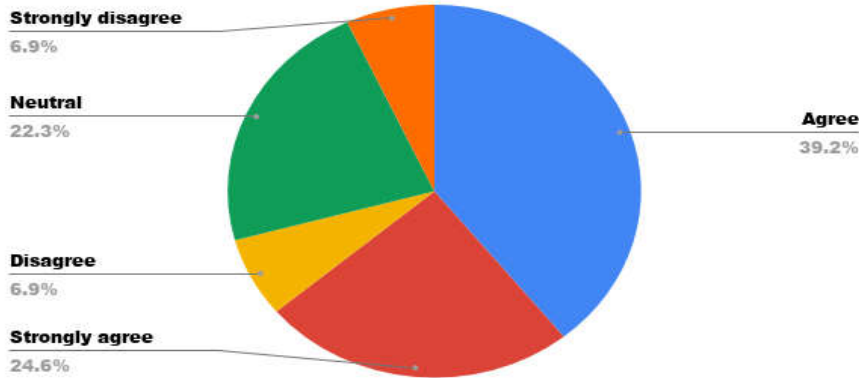
**Q NO: 20 Every month gives proper training related to perform job properly?**



**FIGURE-4.20: PROPER TRAINING**

Riders responded Disagree (48.5%), Neutral (23.1%), strongly agree (16.9%) and Agree (2.3%), that mean organization must be planned for proper training at weekend, monthly and weekly as well; because sometimes new riders do not take right decision when any challenge occur, so training will make them perfect and confidence at their job, which is satisfied at their job.

**Q NO: 21 Training and development is the tool in your career path?**



**FIGURE-4.21: TRAINING AND DEVELOPMENT**

Riders strongly believe that training makes them perfect and confidence and also customers ‘satisfaction improves that’s why they responded Agree (39.2%), Neutral (22.3%), and Strongly Agree (24.6%).

**CONCLUSION**

The thought of motivation and job satisfaction in courier industry is not something new. However, if the organization specializes in their riders’ financial set-up and their practices, therefore riders can gladly perform their job and additionally inspire. We might have found that there are several flaws during this system and because of those flaws businesses get affected even they go unprofitable and if they go unprofitable, they could have an effect on their market value. Because somehow they lost their equity in market, if these businesses are running with the assistance of riders and if they lose their riders’ motivation, thus how will they run their business? Riders are backbone for courier business and riders motivation is most significant issue of their job satisfaction, and if job satisfaction factors are consummated thus riders are happy, thus courier business would be flourished mechanically.

The study concludes that the majority respondents who are riders in

courier organization were not glad about remuneration in their several jobs and none of them was contented with their job. However, most of the defendants were not glad about their current salaries, allowances and annual increments and would resign if accessible higher terms and conditions elsewhere. Thus, the study concludes that monetary incentives powerfully influence employee's job satisfaction as a result of riders' salaries. As such, they cannot fulfill their basic wants, therefore, financial incentive is the biggest issue for motivation and their satisfaction.

The study conjointly disclosed that the majority riders in courier organization would really like to be concerned in creating key selections in their several departments. Majority of them would conjointly agree the foremost necessity of motivation is earnings and wages, and conjointly need factors of job satisfaction. The study disclosed each rider need to induce competitive wages, job security, smart work conditions and progress career chance in their job. The study conjointly disclosed that at the today's earnings level and progress career chance, job security does not seem to be gift; therefore, riders get de-motivated in their job. Therefore, the study concludes that a manager's leadership slightly influences employees' job satisfaction. So, the study concludes that promotions supported benefit and competency fairly influences employees' job satisfaction. The study additionally unconcealed that the majority respondents were facilitated by trainings to boost on their job satisfaction and none of them disagreed that capability building didn't help them improve on their job satisfaction. Therefore, the study concludes that employees' capability building comparatively influences worker job satisfaction.

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