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KEYWORDS	ABSTRACT
<p>Job Satisfaction, Motivational Factors, & Bank Managers</p>	<p>The purpose of this research is to learn about factors that influence worker happiness and satisfaction. An employee's level of satisfaction on job might be categorized as the extrinsic, intrinsic, general. Many elements, both internal and external to workplace, contribute to employee's level of contentment with their position. All of Punjabi bank branch managers are represented here. We went around to all different divisions and spoke with the division heads in order to get the good feel for what questions to ask in our surveys. The factor analyses, correlation analyses, as well as regression analyses are all performed with the aid of stats software. At the end of day, we found that variables were both independent and correlated, leading us to conclusion that they were positively correlated with one another. The results of this study are expected to offer significant information about research issues under considerations in particular situation and context. Consequently, managers, their upper management, students, and other researchers can attain benefit from our findings.</p> <p> 2022 Journal of Social Sciences Development</p>
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INTRODUCTION

Many bank managers complain that their salaries are disproportionately low compared to services and work activities they perform each day. Managers at many financial institutions have heard that getting their goals accomplished on schedule will elicit little more than "very good" "excellent" from upper management (Abbas, 2020b). One effective strategy for raising output is to investigate managers' levels of job satisfaction (Norbu & Wetprasit, 2021). Employee morale, retention rates, and loyalty can all be predicted with independent variables such as job satisfaction. Employees are motivated by a combination of internal and external factors that contribute to their level of job satisfaction (Judge, Zhang, & Glerum, 2020). The employees' perceptions and assessments of these

many elements, as well as the ways in which these factors improve their work and make their jobs more satisfying, it may be time to rethink some of tried-and-true approaches to boosting employee morale (Maican et al., 2021). But top-level managers worry about their people's budgets (Abbas, Khan, & Ahmed Din, 2020). Both scholars and practitioners agree that the present cost of staffing is much cheaper than the expense of advertising for and interviewing candidates for open positions, narrowing pool of applicants down to a select few, and then training individuals to perform up to par (Ali & Anwar, 2021).

So, for open leadership roles, it's necessary to consider recruitment expenses, training time, and other factors (Sanwal & Ullah, 2021). That's why it's crucial to comprehend the role bank executives' play in identifying the elements, both internal and external, that drive the bank managers to attain job satisfaction and their objectives. Lastly, we investigate extent to which different types of motivation intrinsic, extrinsic, and general are linked to happiness in the workplace among bank managers (Khan, Bhatti, Hussain, Ahmad, & Iqbal, 2021). Continuing in the same manner, researcher finish the remaining tasks. The next section provides a summary of the literature review, a discussion of the relevant theory, and a summary of the study's hypotheses. An employee's level of the intrinsic motivation and job satisfaction is a function of both the individual and the job (Akram, Abbas, & Khan, 2022). After developing our methodology, we present and analyze the findings. In this final portion, we draw a conclusion. What relationships exist between the various intrinsic, extrinsic, and generic motivational elements and the levels of job satisfaction among bank managers? A bank manager's level of the happiness on the job can be affected by both intrinsic and extrinsic causes. Extrinsic and motivational factors and their impact on the job satisfaction among bank managers (Basalamah & As'ad, 2021).

LITERATURE REVIEW

Depending on one's perspective, there may be the variety of factors that contribute to a fulfilling career. Motivation can come from a variety of sources, including those that are internal and external (Akram, Khan, & Abbas, 2022). An individual's level of job satisfaction can be increased by taking into account a wide range of extrinsic elements when assessing the certain job or work experience. Self-reflection and peer comparison with other managers via internal and external rewards are the two main approaches to gauging job happiness (Pradenas, Oyanedel, Costa, Rubio, & Páez, 2021). When an organization does something that makes its employees happy, they experience extrinsic job satisfaction. These incentives are typically called "hygiene factors." These are the non-internal causes of employee happiness or unhappiness (Kong, 2022). While it is true that extrinsic rewards alone are insufficient to establish intrinsic motivation, these particular extrinsic benefits are crucial for fulfilling the motivating potential of work (Abbas, Akram, & Khan, 2022). Among these purely material benefits are work stability, pay, benefits, seniority, and advancement prospects (Broeck, Howard, & Gagné, 2021).

An employee's level of intrinsic motivation can be utilized as emotional gauge of their commitment to and enjoyment of their profession. That is to say, in addition to monetary compensation, managers also receive non-monetary benefits, such as enhanced senses of self-worth and career advancement (Berdicchia, Bracci & Masino, 2021). Consequently, an employee's level of intrinsic motivation and

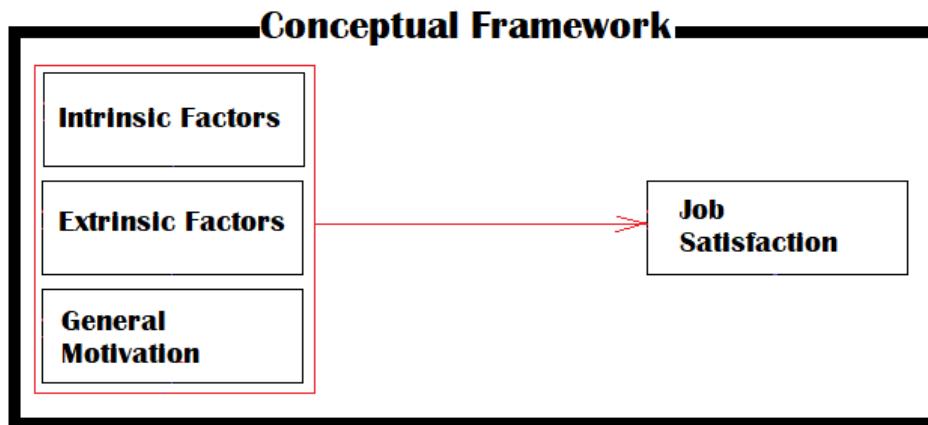
job satisfaction is a function of both the individual and the job (Akram, Abbas, & Khan, 2022). By achieving success in one's career and experiencing a sense of personal fulfillment, we might say that we are experiencing "intrinsic contentment." Career opportunity, category of skills, application of skills, task significance, and feedback are the five pillars of Maslow's (1954) hierarchy of needs, which can be satisfied (Yildiz & Kiliç, 2021). When researchers talk about an employee's level of satisfaction with their jobs as a whole, we're referring to the aggregation variables that make up that score. The job satisfaction is significant predictor of employees' happiness at workplace. The job happiness among bank managers was measured using the Minnesota Satisfaction Questionnaire, and correlations among the intrinsic, extrinsic, and overall motivators were uncovered (Malik, Choi, & Butt, 2019).

There is a plethora of methods available for gauging employee happiness at work. There may not be a more accurate technique to gauge employee contentment in the workplace, according to certain studies (Dhamija, Gupta, & Bag, 2019). The study of what makes workers happy on the job has mostly ignored multidimensional data analysis methods in favor of focusing on specific talents. It is preferable to use a single-item measure of job satisfaction rather than one based on a composite of several factors (Guruprasada & Kumbar, 2022). The motivation from different perspectives is vital in determining the employees attitudes and behaviors towards different tasks and assigned responsibilities along with the provision of conducive environment to maintain the satisfaction of concerned employees at workplace (Akram, Khan, & Abbas, 2022). The perceptions about desired fairness is important in providing the opportunities for developing positive consequences towards the different tasks and leading outcomes. An employee's level of intrinsic motivation and job satisfaction is a function of both the individual and the job (Akram, Abbas, & Khan, 2022). These are leading parameters that provide the justifications towards employees' commitment and utmost satisfaction at workplace.

Work Adjustment Theory

The gap between an employee's expectations and the realities of the workplace is the subject of work adjustment theory. One of the basic ideas in organizational psychology is the concept of the "adjustment theory," which describes the interaction between an employee and their workplace (Swanson & Schneider, 2020). Personality and the workplace setting are examined through this lens in order to better understand how to improve the things likewise job happiness and length of employment. The work adjustment is procedure of maintaining and achieving correspondence that is necessary for sharing the different information about tasks involved in developmental process. Work adjustment is indicated by the satisfaction of the individual with the work. Many other kinds of requirements arise in the workplace, from those of the business itself to those of the employees themselves, such as the desire for formal recognition and monetary compensation (Abdurrahman & Iswari, 2022). Adjustment to work is a gauge of how content a person is with his or her work, both individually and collectively, and hence a predictor of how long an employee is likely to remain with the company (Yuan & Gao, 2022). This theory scribes the relationship of the individual to his or her working environment thereby considering the various elements along with the motivational strategies towards success.

Figure 1 Conceptual Framework



Research Hypothesis

- H1: There is favorable relationship amid intrinsic motivational elements and job happiness.
- H2: The relationship between extrinsic elements of motivation and job satisfaction is good.
- H3: The relationships between general motivational factors and job satisfaction is positive.

METHODOLOGY

The purpose of this research is to compare the effectiveness of the intrinsic, extrinsic, and generic motivational factors in predicting job satisfaction among bank managers. The authors of this study (Weiss et al., 2018) lay the groundwork for answering study's central question (2018). Researchers in this study assessed bank managers' levels of job satisfaction using the Minnesota Satisfaction Questionnaire, which incorporates both objective and subjective measures. The research aimed to reach national-level bank managers in Pakistan. In this connection, we surveyed Pakistani bank managers to learn more about their work experiences and wage expectations (intrinsic, extrinsic, and general rewards). The results of a survey sent to 200 bank managers in Pakistan are as follows: Meezan Bank, KASB, JS Bank, Tameer Bank, Silk Bank, Faisal Bank, Askari Bank, Sind Bank, and Meezan Bank. Punjab Bank, Habib Bank, Allied Bank, MCB, Bank Islami, Soneri Bank, NBP, and Meezan Bank.

The primary data used in this study is current, and the research itself focuses on that time period. We used a 5-point Likert scale on the Minnesota Satisfaction Questionnaire for this research. The scale runs from 1 (extremely dissatisfied) to 5 (extremely satisfied) in study. For this study, we used a questionnaire to collect data from bank managers about their demographics (gender, age, monthly income, hours worked, and years of experience in the field). It is possible to gauge the manager's level of contentment or discontentment with his or her position by filling out one of these surveys, which compare intrinsic, extrinsic, and other factors. The Minnesota Satisfaction Questionnaire was chosen for this study due to the contextual and situational circumstances and because it is highly reliable and can be used to measure both the internal and external factors that contribute towards job satisfaction.

Minnesota Satisfaction Questionnaire

The Minnesota Satisfaction Questionnaire was the basis for research conducted there, known as the Job Adjustment Project (MSQ). Weiss, Dawis, England and Lofquist (2018) study uses multiple-choice questions to gauge workers' happiness at work. This method is used to assess how happy an individual is with their current job or workplace. Because two people can share the same level of satisfaction for the quite different reasons, the MSQ approach is particularly well-suited to gauging individual happiness. It's impossible to generalize about a person's wants and requirements from those of their coworkers, whether they work for the same company or a different one. Management at the highest levels is responsible for empathizing with their employees from every possible aspects (Weiss et al., 2018).

RESULTS AND DISCUSSIONS

A reliable instrument is one that has a Cronbach's alpha value that is equal to or greater than 0.70, as stated by Nunnally (1987). According to table, each of the Cronbach's alphas for the variables came in at a value that was higher than 0.70. This demonstrates that the instrument may be relied upon (Abbas, 2020a; Leech, Barrett, & Morgan, 2004). Experts in the field of education verify the reliability of the survey.

Table 1 Inter Item Consistency-Cronbach Alpha

Variable name	Cronbach's Alpha	No. of Items
Intrinsic Factors	0.773	05
Extrinsic Factors	0.746	05
General Motivational Factors	0.801	05
Job Satisfaction	0.794	05

Table 2 Gender-Based Frequencies

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	150	75	75	75
	Female	50	25	25	100.0
	Total	200	100.0	100.0	

Table 3 Age-Based Frequencies

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	25-30	50	25	25	25
	36-45	50	25	25	50
	46-50	65	32.5	32.5	82.5
	above 51	35	17.5	17.5	100.0
	Total	200	100.0	100.0	

Table 4 Experience-Based Frequencies

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-5	60	30	30	30
	6-10	50	25	25	55
	11-15	40	20	20	75
	above 16	50	25	25	100.0
	Total	200	100.0	100.0	

Table 5 Working Hours-Based Frequencies

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	5-7	20	10	10	10
	8-10	100	50	50	60
	11-13	80	40	40	100.0
	Total	200	100.0	100.0	

Table 6 Monthly Income -Based Frequencies

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	40-50	37	18.5	18.5	18.5
	51-60	42	21	21	39.5
	61-70	35	17.5	17.5	57
	above 71	86	43	43	100.0
	Total	200	100.0	100.0	

Data about demographic factors like gender, age, experience, hours worked per week, and monthly income can be analyzed with the frequency distribution tests. Most of the participants were men, according to the data presented in the frequency distribution. The highest percentage of responses came from people between the ages of 46 and 50 (32.5 percent). The maximum overall response from a single respondent is 30%, and it comes from those with 1–5 years of experience. Over half of respondents (50%) say they work 8–10 hours per week, and almost half (43%) say their monthly income is 71 or more.

Table 7 Descriptive Statistics

	N	Minimum	Maximum	Mean	SD	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	SE	Statistic	SE
IN	200	1.00	4.50	3.5492	.81639	.360	.194	1.198	.386
EX	200	1.00	4.60	3.5492	.64723	.217	.194	1.499	.386
GMF	200	1.00	4.70	3.5492	.64523	.517	.194	1.699	.386
JS	200	1.00	4.80	3.8592	.23585	.986	.194	1.881	.386

N=200 Patterns and ranges of variables can be described with descriptive statistics. Range between the minimum and maximum values represents the required precision of the measured data. Likert scale values can go from 1 to 5, as demonstrated. To account for all the aforementioned descriptors and determinants It's impossible to find a number between -1 and 5. When the average of more than three responses falls into "agreement" zone, it means that the means of at least two of the variables are in agreement. Skewness values may vary from minus one to plus one, while kurtosis values may range from plus three to minus three. The skewness and kurtosis statistics are all well within the permissible limits. The normality of the data obtained for this investigation is a key assumption of regression analysis.

Table 8 Correlations Analysis

		IN	EX	GMF	JS
IN	Pearson Correlation	1			
	Sig. (2-tailed)				

	N	200			
EX	Pearson Correlation	.499**	1		
	Sig. (2-tailed)				
	N	200	200		
GMF	Pearson Correlation	.499**	.000**	1	**
	Sig. (2-tailed)				
	N	200	200	200	200
JS	Pearson Correlation	.368*	.332**	.332**	1
	Sig. (2-tailed)	.000			
	N	200	200	200	200
**. Correlation is significant at the 0.01 level (2-tailed).					
*. Correlation is significant at the 0.05 level (2-tailed).					

The Pearson correlation coefficient is regarded as weak if its value falls within the range of -0.3 to $+0.3$, indicating little to no link between the variables. Relationships are considered moderate when the Pearson correlation coefficient is between 0.3 and 0.7 , and strong when it is greater than 0.7 . The preceding correlation analysis table shows that all Pearson correlation values are positive. Job fulfillment is positively correlated with all three types of motivation: intrinsic, extrinsic, and general.

Table 9 Regression Analysis (Model Summary)

Model	R	R Square	Adjusted R Square	Std. Error of Estimate	Durbin-Watson
1	.332a	.110	.099	.31989	1.961
a. Predictors: (Constant), GMF, IN, EX					
b. Dependent Variable: JS					

Table 10 Regression Analysis (ANOVA)

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	5.202	2	42.601	9.480	.000b
	Residual	67.570	154	4.494		
	Total	72.772	156			
a. Dependent Variable: JS						
b. Predictors: (Constant), GMF, IN, EX						

The Durbin Watson value is within range, as demonstrated by the regression analysis. As a result, the issue of serial correlation does not arise. Multiple correlation coefficients were displayed as R. Together, the independent variable and the dependent one form a correlation. R² indicates how well a model can explain the observed data. Visualized the percentage of the total variation in the dependent variable that could be attributed to independent variable. It provided an explanation for the sample variance, and the adjusted R square demonstrated the population variance. The relationship's beta slope There is a statistically significant correlation between intrinsic, extrinsic, and general motivational factors and the intent to be satisfied in one's current position, though the value of the variable is less than 0.05. Additionally, since t is greater than 2, and all hypotheses are accepted.

DISCUSSION & CONCLUSION

According to Shafiq and Naseem (2011), motivation defined as the presence of both internal and external factors that increase a person's desire and energy to continue devoting themselves to a profession or role, as well as to maintain a consistent level of effort in the pursuit of a goal. Two of Herzberg's core ideas are called "motivators," which refer to inner variables, and "hygiene," which refers to extrinsic factors (Herzberg, Mausner & Snyderman, 1959). Components that are commonly known as intrinsic motivators (job itself, recognition, career development, opportunities for desired advancement, good feelings about organization and delegation). Given that the bank manager's deepest wish is to put his or her special talents to good use for the good of the branch, it stands to reason that a manager's sense of fulfillment on the job would be positively correlated with intrinsic factors. While the intrinsic factors have a more direct impact on a bank manager's happiness on the job, there is also positive relationship between extrinsic factors and job satisfaction (Nurlina, 2022). This is because things like financial rewards have a direct effect on how happy a bank manager is with his or her job.

The two factors are positively related to one another. Most branch managers are aware of the connection between these factors, and as a result, they work hard to meet their goals on time. This is because they know that if they do so, they will receive bonuses from upper management, and that will make them happy. This research can be used in a number of different contexts: by bank branch managers looking to better understand the factors at play in their own performance, by upper-level management hoping to get sense of what their managers on the ground really want, by researchers interested in exploring this topic further, and by students interested in either conducting their own research or using it as a guide. The perceptions about desired fairness are important in providing opportunities for developing positive consequences towards different tasks and leading outcomes. This research is only being done with regard to bank managers within a specific time period, and bank managers in Pakistan are being utilized as a sample of population in Pakistan for the purpose of this research. This research is only being done in Pakistan. The country of Pakistan is beneficiary of study being carried out here.

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