

# MOTIVATION AND JOB SATISFACTION

**MGT213**

MANAGEMENT PRACTICES AND  
ORGANIZATIONAL BEHAVIOR

Topic 7 | Week 7

BBA Program | Summer **2025**



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## TOPICS TO LEARN

- Motivation Defined
- The Importance of Employee Motivation in the Workplace
- McClelland's Theory of Needs
- Herzberg's Two-Factor Theory
- The ERG Theory of Motivation
- The Goal Setting Theory of Motivation

## INTRODUCTION

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Many people incorrectly view motivation as a personal trait.

**Individuals differ in motivational drive and their overall motivation varies from situation to situation.**

For instance, you're probably more motivated in some classes than in others.



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## MOTIVATION DEFINED

# MOTIVATION

We define **motivation** as the processes that account for an individual's **intensity**, **direction**, and **persistence** of effort toward attaining a goal.

## MOTIVATION DEFINED

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The definition of motivation has the following three key elements.

- **Intensity:** Intensity describes how hard a person tries.
- **Direction:** Effort directed toward, and consistent with, the organization's goals is the kind of effort we should be seeking.
- **Persistence:** This measures how long a person can maintain effort.

# THE IMPORTANCE OF EMPLOYEE MOTIVATION IN THE WORKPLACE

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Individual performance is generally determined by three things –

- 1. motivation** (the desire to do the job),
- 2. ability** (the capability to do the job), and
- 3. the work environment** (the resources needed to do the job).

**If motivation is the problem, the task for the manager is more challenging.**

# THE IMPORTANCE OF EMPLOYEE MOTIVATION IN THE WORKPLACE

If an employee lacks ability, the manager can provide training or replace the worker. If there is a resource problem, the manager can correct it. But if motivation is the problem, the task for the manager is more challenging.

**True/False?**

# THE IMPORTANCE OF EMPLOYEE MOTIVATION IN THE WORKPLACE

**Which of the following is a highly challenging concern for managers in any organization?**

- A. Lack of employee ability
- B. Lack of employee motivation
- C. Lack of resources in the work environment
- D. None of them

## McCLELLAND'S THEORY OF NEEDS

# Personality Quiz

Determine which of McClelland's three motivators you identify with.

<https://uquiz.com/quiz/UXtWVZ/mcclellands-human-motivations-theory>

## McCLELLAND'S THEORY OF NEEDS

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1. **Need for achievement (nAch)** is the drive to excel, to achieve in relationship to a set of standards.
2. **Need for power (nPow)** is the need to make others behave in a way they would not have otherwise.
3. **Need for affiliation (nAff)** is the desire for friendly and close interpersonal relationships.

# NEED FOR ACHIEVEMENT (nAch)



- Has a strong need to set and accomplish challenging goals.
- Takes calculated risks to accomplish their goals.
- Likes to receive regular feedback on their progress and achievements.
- Often likes to work alone.

## NEED FOR POWER (nPow)



- Wants to control and influence others.
- Likes to win arguments.
- Enjoys competition and winning.
- Enjoys status and recognition.

# NEED FOR AFFILIATION (nAff)



- Wants to belong to the group.
- Wants to be liked, and will often go along with whatever the rest of the group wants to do.
- Favors collaboration over competition.
- Doesn't like high risk or uncertainty.

## McCLELLAND'S THEORY OF NEEDS

High achievers perform best when they perceive their probability of success as 0.5 — that is, a 50–50 chance.

**True/False?**

## McCLELLAND'S THEORY OF NEEDS

A high need to achieve typically leads to being a good manager, especially in large organizations.

**True/False?**

## McCLELLAND'S THEORY OF NEEDS

Successful managers tend to have stronger power motives than less successful managers.

**True/False?**

## McCLELLAND'S THEORY OF NEEDS

Employees with a strong need for achievement and with one or more good friends at work are much more likely to be committed to their work.

**True/False?**

## McCLELLAND'S THEORY OF NEEDS

**Zabir works as a manager at HighTech Corp. He tends to control and influence others around him. He also enjoys status and recognition. Zabir has a -**

- A. need for achievement
- B. need for power
- C. need for affiliation
- D. None of the above

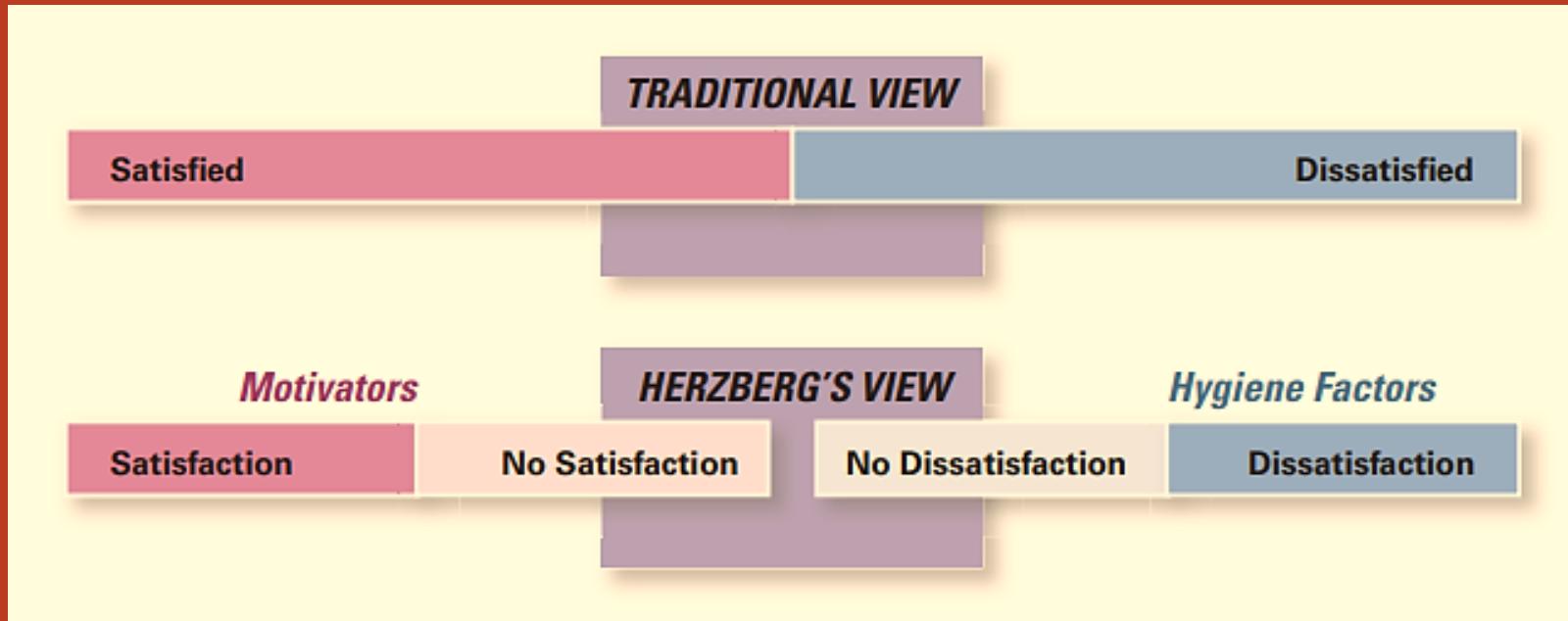
## McCLELLAND'S THEORY OF NEEDS

**Labiba works as a manager at HighTech Corp. She prefers taking calculated risks to accomplish her goals and often likes to work alone. Labiba has a -**

- A. need for achievement
- B. need for power
- C. need for affiliation
- D. None of the above

# HERZBERG'S TWO-FACTOR THEORY

**Exhibit 17-3.** Contrasting Views of Satisfaction-Dissatisfaction



## HERZBERG'S TWO-FACTOR THEORY

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Herzberg believed the factors that led to **job satisfaction** were separate and distinct from those that led to **job dissatisfaction**.

# HERZBERG'S TWO-FACTOR THEORY



## HERZBERG'S TWO-FACTOR THEORY

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The extrinsic factors that create job dissatisfaction were called **hygiene factors**.

Conditions such as **quality of supervision, pay, company policies, physical work conditions, relationships with others, and job security** are hygiene factors.

## HERZBERG'S TWO-FACTOR THEORY

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To motivate people, Herzberg suggested emphasizing **motivators**, the intrinsic factors having to do with the job itself.

These factors include **promotional opportunities, personal growth opportunities, recognition, responsibility, and achievement.**

## HERZBERG'S TWO-FACTOR THEORY

Herzberg believed that the opposite of job satisfaction was job dissatisfaction.

**True/False?**

## HERZBERG'S TWO-FACTOR THEORY

Herzberg believed the factors that led to job satisfaction were separate and distinct from those that led to job dissatisfaction.

**True/False?**

# HERZBERG'S TWO-FACTOR THEORY

**Which of the following is NOT a motivator, according to Herzberg?**

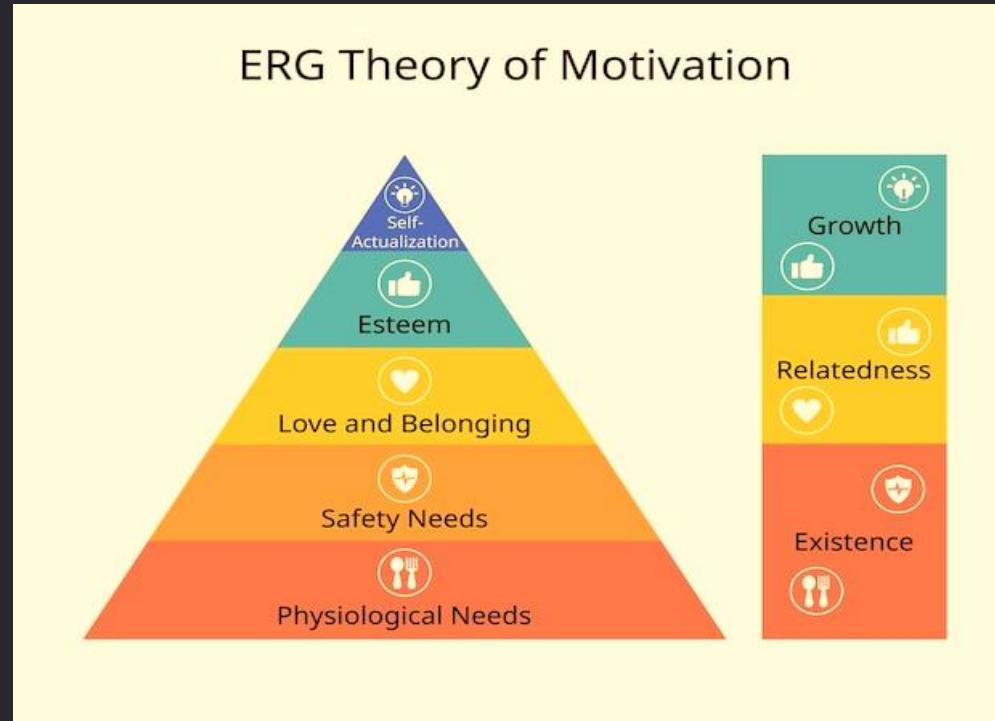
- A. Achievement
- B. Recognition
- C. Working conditions
- D. The work itself

# HERZBERG'S TWO-FACTOR THEORY

**Which of the following is NOT a hygiene factor, according to Herzberg?**

- A. Salary
- B. Security
- C. The work itself
- D. Company policies

# THE ERG THEORY OF MOTIVATION



## THE ERG THEORY OF MOTIVATION

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Unlike Maslow's theory, **ERG theory** suggests that **more than one type of need can be active at the same time.**

It also introduces the **frustration-regression principle**.

## THE GOAL SETTING THEORY OF MOTIVATION

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- Clarity** – Goals should be clear, specific, and measurable.
- Challenge** – Goals must be difficult yet achievable.
- Commitment** – Strong personal commitment increases focus and effort.
- Feedback** – Ongoing feedback helps track progress and improve performance.
- Task Complexity** – Complex goals need adequate time, resources, and support.

# THANK YOU



## CONSULTATION HOURS

**Sunday and Tuesday**

12:20 PM - 2:35 PM

**Monday and Wednesday**

10:50 AM - 2:35 PM



## COMMUNICATION

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