

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

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.



Welcome
to Google!



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

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

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

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

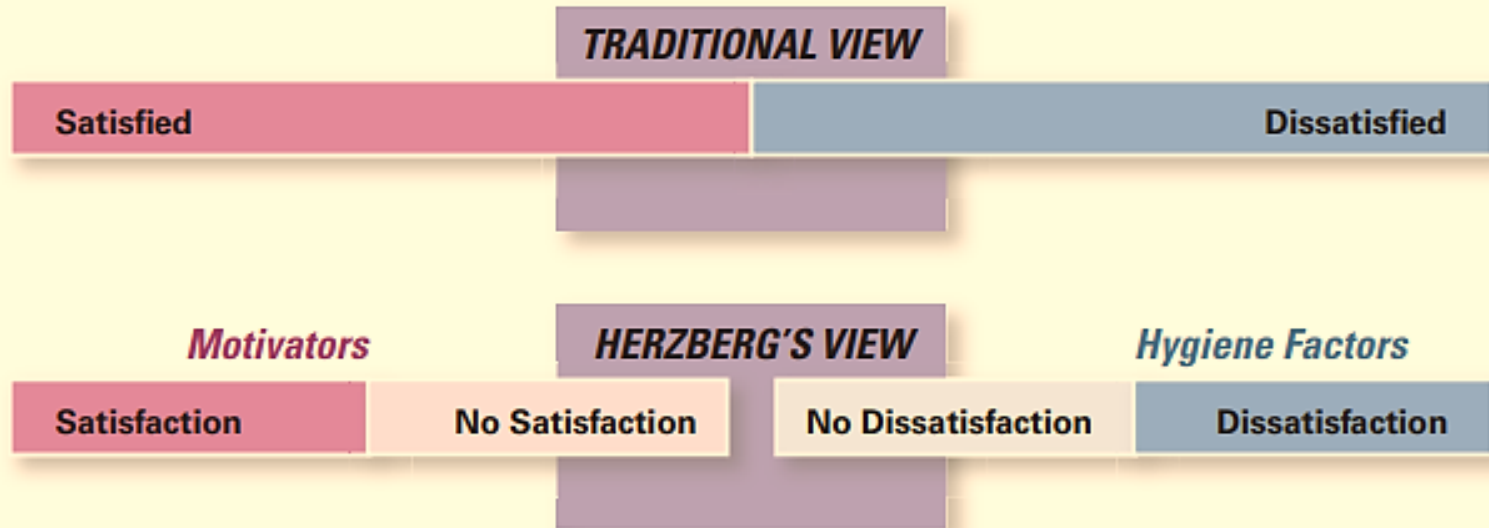
McCLELLAND'S THEORY OF NEEDS

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

HERZBERG'S TWO-FACTOR THEORY

Motivating Factors

- ✓ Achievement
- ✓ Recognition
- ✓ The work itself
- ✓ Job advancement opportunities
- ✓ Growth opportunities

Hygiene Factors

- ✓ Relationship with peers
- ✓ Company policies
- ✓ Physical workspace
- ✓ Working conditions
- ✓ Salary
- ✓ Status
- ✓ Security
- ✓ Supervision



HERZBERG'S TWO-FACTOR THEORY

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

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?

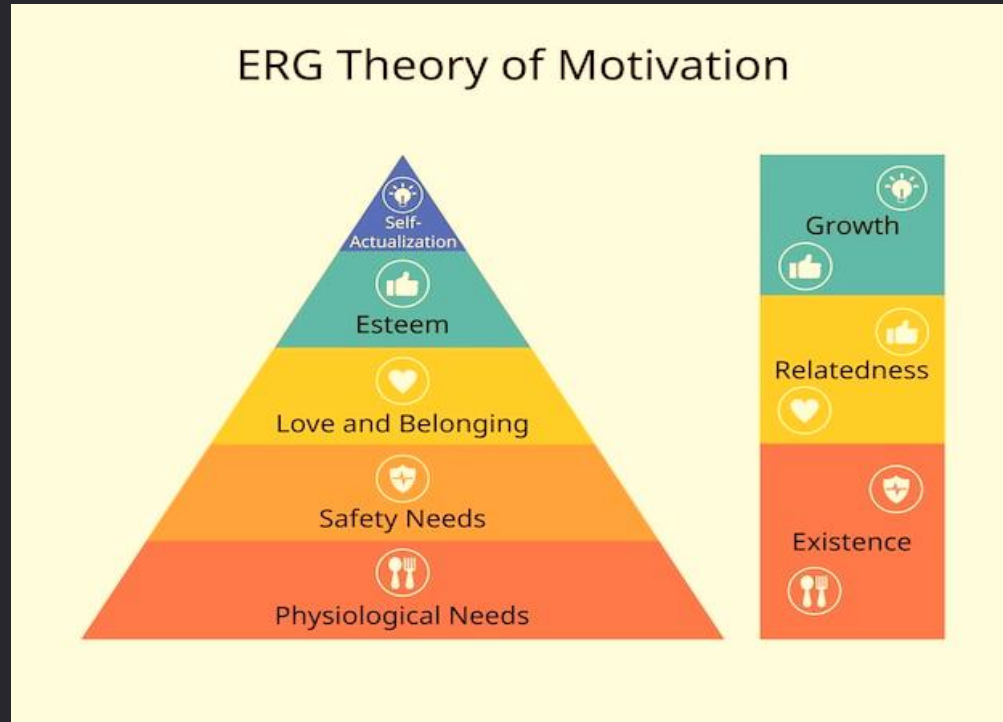
- A. Achievement
- B. Recognition
- C. Working conditions
- D. The work itself

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

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

- ❑ **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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