

GHANA
INSTITUTE OF
MANAGEMENT
AND PUBLIC
ADMINISTRATION



WORK MOTIVATION AND JOB SATISFACTION

Introduction



- There are numerous theories that have influenced management's attempts to achieve a motivated work force. These theories attempt to explain why people behave in the ways they do. This is not an easy task as Vroom and Deci (1970) put it: "The question of what motivates workers to perform effectively is not an easy one to answer". Indeed, a motive is something, which impels a person to act, a reason for behaviour.

Introduction (contd).



- If, therefore, we want people to behave in a certain way so that the organisation can achieve its goals, we need to understand the kind of motives that will prompt them to do so. Motivation is also about "getting the best out of people". It is concerned with what causes an individual to act, and an understanding of it will be important to any manager who is anxious to ensure that his/her subordinates are giving off their best and helping to achieve the desired results.

Introduction (contd).



- Motivation is not something which can be learnt. It is something which comes from within an individual and expresses itself in what might be termed "commitment" to something or another. This "something or another" can be anything, and may or may not be related to the work situation and the task on hand. Also it may have negative rather than positive connotations and can be disruptive.

Introduction (contd).



- What is vital for management is that the commitment is to the task, or that it can be brought to the task by some type of incentive or reward. Only that way can the organisation hope to achieve its goals. Furthermore, motivation is a complex subject and what motivates one worker may have absolutely no effect on another.

Introduction (contd).



- The link between motivation theory and the practice of management is crucial to management's success. People are the greatest single asset available to any organisation. In fact an organisation is people! Unfortunately, however, people are the only asset that can actively work against the organisation's goals!

Introduction (contd).



- A person's motivation to work consists of all that drives, forces, and influences (consciously or unconsciously) and causes the employee to want to achieve certain objectives.
- Motivation theory has developed in 2 directions:

Introduction (contd).



1. **Content theories** – why certain goals are more important to some employees than others. (What needs will an employee seek to satisfy and how do these affect motivation?).
2. **Process theories** – why individual employees behave in a particular way. (Examines the thought processes that individual employees experience prior to taking action).

Definitions



- An abundance of theories about the nature of motivation has resulted in a number of differing definitions of work motivation. Three of such definitions are as follows:
 1. 'Motivation' is the term used to describe those processes, both instinctive and rational, by which people seek to satisfy the basic drives, perceived needs and personal goals, which trigger human behaviour.

Definitions



- 2. Processes or factors, which cause people to act or behave in certain ways (International Dictionary of Management, 4th Edition, 1990)
- 3. Those processes within an individual that stimulate behaviour and channel it in ways that should benefit the organisation as a whole. (Miner, 1998).

INTRINSIC AND EXTRINSIC MOTIVATION.

*One of the first distinctions to be made is the difference between intrinsic and extrinsic motivation.

*As they suggest, intrinsic motivation is the motivation that comes from a source inside the individual, while extrinsic motivation is that which comes from a source outside the individual.



INTRINSIC AND EXTRINSIC MOTIVATION.



- If someone is intrinsically motivated, then this person derives his satisfaction from the knowledge of a job well done or from the challenge of the job.
- An extrinsically motivated person is one who wants something given to him as a reward. This reward could be cash a prize or some sort of a medal.

INTRINSIC AND EXTRINSIC MOTIVATION (contd).

- This does not mean that the person who is intrinsically motivated does not also want or search for rewards. It is just that the externally granted reward will not motivate them if that is the only reward they get. The main source of their motivation comes from within them.



INTRINSIC AND EXTRINSIC MOTIVATION (contd).

- What is important to understand is that the good manager must understand what it is that motivates his employees and he tries to motivate them by keeping the employees' needs in mind.



TYPES OF MOTIVATIONAL THEORIES.

Motivation Theory has developed in 2 directions:

1. Content Theories - focus on why certain goals are important to others and
2. Process Theories – Seeks to explain why individuals behave in a certain way.



TYPES OF MOTIVATIONAL THEORIES.

- **A. Content theories**

- These focus on why certain goals are more important to some people than others. Content theory asks the question: "what are the ends a person will seek to satisfy?"

- Provide insight into people's needs
- Help to understand what people will and will not value as work behaviour
- Use individual needs to understand job satisfaction and work behaviors.
- Needs reflect psychological and physiological deficiencies



TYPES OF MOTIVATIONAL THEORIES (contd).



- E.g. hunger - physiological needs
- Emotional support- psychological needs
- Needs are aspects of individual attributes and complement demographic, competency and psychological characteristics.
- Needs determine Job satisfaction and work behaviour

TYPES OF MOTIVATIONAL THEORIES (contd).

- Manager's role
 - Create work environment to respond positively to individual needs.
 - Satisfy needs on the job to deal with poor performance, undesirable behaviours and decreased satisfaction.
 - Understand differences in individual needs
 - Know what can be offered in response to needs
 - Create an environment that provide opportunity to satisfy needs by contributing to tasks performance of work unit and organization.



TYPES OF MOTIVATIONAL THEORIES (contd).

- (a) **Maslow's Hierarchy of Needs theory:**

- 5 levels of need satisfaction**

1. **Physiological** – must be satisfied for a person to survive. These include the need for food, shelter, clothing etc

2. **Safety/security** – security at home, maintaining living standards, collective activities through Trade Unions etc

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TYPES OF MOTIVATIONAL THEORIES (contd).



3. Social – The desire for affection and belonging to a community and feeling wanted.
4. Esteem – Need for recognition and the authority to influence others.
5. Self- actualization – The search for personal fulfillment and to develop individual skills, talents and aptitudes.
This means:
 - a. needs exist in a hierarchy of importance
 - b. needs are classified into lower and higher order.

TYPES OF MOTIVATIONAL THEORIES (cont.).

- **MAIN ISSUES:**

- How various aspects of the work setting relate to individual needs.
- Satisfied needs no longer motivate (deficit principle)
- Need at one level becomes activated when a lower need is satisfied.



TYPES OF MOTIVATIONAL THEORIES (cont.).

- Deprived need dominates individual attention and determines behaviour
- Individual is motivated at the top by concerns for self fulfillment



TYPES OF MOTIVATIONAL THEORIES (contd).

•CRITICISMS:

(i) Studies show that needs vary according to:

A person's career stage

Organizational size

Geographical location



TYPES OF MOTIVATIONAL THEORIES (contd).



- (ii) There is no consistent evidence that satisfaction of a need at one level will increase the importance of the next higher need.
- (iii) Refinements of Maslow's theory today include a recognition that individuals could be on more than one level at a time and that individuals could move up and down the hierarchy overnight.

TYPES OF MOTIVATIONAL THEORIES (contd).

c. **Frederick Herzberg's motivation – 2 factor theory**

i. Hygiene factors – These results from work itself but are not inherently part of it. These include money, security and fringe benefits. If absent cause dissatisfaction but they in themselves do not cause an employee's satisfaction. They are called hygiene factors(from the analogy that hygiene does not improve health but does prevent illness. Hygiene factors are therefore :



TYPES OF MOTIVATIONAL THEORIES (contd).



- related to job context (inadequate pay, bad personal relationships, poor physical conditions etc)
- concerned with job environment
- serve to prevent dissatisfaction/unpleasantness
- it does not create motivation by itself
- relate to Maslow's lower needs.

TYPES OF MOTIVATIONAL THEORIES (contd).

ii. **Motivators Or Growth Factors**

serve to motivate the individual to superior effort and performance

- related to content and nature of the work itself
- affect feelings of satisfaction or no satisfaction
- provide positive motivation

These factors include the following:



TYPES OF MOTIVATIONAL THEORIES (contd).

- a. Sense of achievement on completing work
- b. Recognition from others within the organisation
- c. Varied work , involving an assortment of interesting tasks
- d. Propects for promotion.



TYPES OF MOTIVATIONAL THEORIES (contd).

- Motivators therefore encourage better-quality work, while hygiene factors do not. An employee might resign because a hygiene element was inadequate yet will not work harder because the factor is satisfactory.



TYPES OF MOTIVATIONAL THEORIES (contd)

Equity Theory (J. Stacy Adams and Elliott Jacques).

The theory is rooted in the traditional employee - employer exchange whereby the employee gives out something (inputs) and then gets something in exchange (outcomes) from the employer. To elicit rewards, inputs such as some kind of work effort, must be relevant to the employment relationship. Similarly, outcomes, such as pay, will not be effective unless they are seen as meaningful compensation.



TYPES OF MOTIVATIONAL THEORIES (contd)

- The theory suggests that it is not the absolute value of a reward, which motivates, but the individual's view of how fair (equitable) that reward is. That is the employees' own assessment of whether they are being fairly treated is a major factor influencing motivation.



TYPES OF MOTIVATIONAL THEORIES (contd).



- The Manager/supervisor can use Equity Theory to help avoid undesirable consequences.
- Felt negative inequity: the individual gets relatively less than others
- Felt positive inequity: the individual gets relatively more than others.

TYPES OF MOTIVATIONAL THEORIES (contd).



- Both positive and negative inequity are motivating states
- Those who feel under-rewarded or over-rewarded for their work will act to restore a sense of equity.
- Persons who feel over-paid enjoy positive inequity and will increase the quality or quantity of work.
- Rewards received with negative inequity can damage key work results.

TYPES OF MOTIVATIONAL THEORIES (contd).

- **Main Issues**

- Manager should maintain healthy psychological contract - fairly balanced inducements & contributions.
- Manager should anticipate felt inequities - individuals should know the basis of evaluation of reward or appraisal.



TYPES OF MOTIVATIONAL THEORIES (contd).



- Feelings of inequity are determined solely by the individual's interpretation of the situation.
- Not all employees will view their annual pay rise as fair.
- How the individual feels about the rewards determines the motivational outcomes.

TYPES OF MOTIVATIONAL THEORIES (contd).

Goal Theory (E. Locke).

- The chief advocate is Edwin Locke. This is an approach to arousing, directing and maintaining motivation at work. The central propositions of this approach are:
 - i) that difficult goals lead to higher task performance than easy goals.
 - ii) That specific difficult goals lead to higher performance than no goals or vague goals such, as "do your best".



TYPES OF MOTIVATIONAL THEORIES (contd).

MAIN ISSUES

- There is now considerable evidence that goal setting works in the real world but there are quite a number of unanswered questions.
- Does goal setting works best with certain kinds of people?
- Are some people more likely than others to set goals, set difficult goals, define specific goals, or seek out the necessary feedback information?



Application of Theories on Motivation.



- 1. Managers should take into account multiple consequences in determining motivational value of various work rewards to individual subordinates.
- 2. Managers should understand individual thought processes and try to influence them.
- 3. Create suitable work environment

Application of Theories on Motivation.



- 4. Select individuals with proper abilities and train and clarify tasks goals.
- 5. Clarify performance / rewards relationship.
- 6. Managers should be sensitive to individual needs and adjust rewards to respond to them.

Motivators

- Challenging jobs / career development programmes
- Management style
- Interpersonal relations
- Performance management system



Motivators

- Capacity enhancement programmes
- Good compensation packages
- Job security
- Participation in decision- making
- Cohesive work groups



Other ways of motivating your team/employees.

- **Raise the fun quotient**

- fun adds flavour to a dull routine
- fun inspires and energizes
- fun builds relationships and morale
- integrate fun into the jobs to create success



Other ways of motivating your team (Contd).



- Fun operates on a simple psychological principle:
- If you enjoy what you are doing and if you like and enjoy the people around you, you tend to have more interest in your routine and more energy for being involved.
- Fun builds on itself
 - It is frequently self- sustaining
 - It is easy and costs little.

Other ways of motivating your team (Contd).



- Fun is indicative of high productivity and morale
- “People rarely succeed unless they have fun in what they are doing.” (Dale Carnegie)

Other ways of motivating your team (Contd).

- (ii) **Eliminate fear**
- It kills productivity
- People who are afraid spend their time protecting themselves.
- You need their focus to be on the organization in order to move forward



Other ways of motivating your team (Contd).



- Avoid fear of saying something, taking a risk, losing your job, not getting promotion etc.
- When fear overtakes you, your team you loses productivity, efficiency and effectiveness
- When fear is eliminated the organization runs better.

Other ways of motivating your team (Contd).

• **Be fair to all**

- Some Managers use their influence to favour some employees and punish others they dislike
- If you are unfair your workers will sooner or later punish you
- They can slow down their work.
- They can lay in wait until you stumble
- Can engage in outright mutiny and destroy your ability to operate successfully



Other ways of motivating your team (Contd).

Managers should be fair by :

- Determining what is right Not who is right
- Looking beyond personalities when issues arise
- Taking the side of the right thing to do, and do not make it a personal issue.



Other ways of motivating your team (Contd).

Encourage Involvement

- Involvement increases commitment to results
- Involve employees in decision-making and planning
- Involvement will make them much more interested in the outcome. Get them involved in providing inputs.
- Involvement provides different perspectives to guide managers in making top quality plans and decisions.



Other ways of motivating your team (Contd).



- Involvement ensures ownership of decision processes and outcome.
- Involvement entails giving up some time and some control.
- It builds morale and eases burden of management.
- It ensures the benefit of having the best minds working on problems and opportunities.

Other ways of motivating your team (Contd).

- **Ensure staff satisfaction**
- Staff satisfaction should become a way of life. We need to invest in it for staff to contribute effectively to the bottom line. It entails finding out what gets people engaged, enthusiastic, and energized. It requires that you communicate effectively, provide rewards, value friendship, show appreciation, organize and get them involved.



Other ways of motivating your team (Contd).

Keep it simple

- Stick with the basics and do not make things too complex.
- Prepare, plan, think, listen, be responsible, work hard, make decisions and execute.
- A ship which changes direction with every shifting wind never gets to the port.



Other ways of motivating your team (Contd).

•KEY ISSUES IN MOTIVATING EMPLOYEES.

- Assess the organization.
- Map out some proven strategies.
- Commit yourself to achieve set goals
- Communicate with employees



Other ways of motivating your team (Contd).



- Offer true value to customers
- Adjust plan as necessary
- Reward excellence
- Get rid of incompetence
- Engage in dialogue
- Work together/promote team working.

Employee Job Satisfaction/ Job de-Satisfaction

Job Satisfaction and Turnover Satisfaction



- Evidence indicates that an important moderator of the satisfaction-turnover relationship is the employee's level of performance. Specifically, level of satisfaction is less important in predicting turnover for superior performers. Why? The organization typically makes considerable efforts to keep these people. They get pay raises, praise, recognition, increased promotional opportunities

Job Satisfaction and Turnover Satisfaction contd.



- The opposite tends to apply to poor performers. Few attempts are made by the organization to retain them. There may even be subtle pressures to encourage them to quit. We would expect, therefore, that job satisfaction is more important in influencing poor performers to stay than superior performers.

Job Satisfaction and Turnover Satisfaction contd.

- **Regardless of level of satisfaction the superior performers are more likely to remain with the organization because the receipt of recognition, praise, and other rewards gives them more reason for staying.**



Job Dissatisfaction and Workplace Deviance

- Job dissatisfaction predicts a lot of specific behaviors, including unionization, substance abuse, stealing at work, undue socializing, and tardiness. Researchers argue that these behaviors are indicators of a broader syndrome that we would term deviant behavior in the workplace (or employee withdrawal).



Job Dissatisfaction and Workplace Deviance contd.



- if employees don't like their work environment, they'll respond somehow. It is not always easy to forecast exactly *how* they'll respond. One worker's response might be to quit. But another may respond by taking work time to surf the Internet, taking work supplies home for personal use, and so on.

Job Dissatisfaction and Workplace Deviance contd.



- If employers want to control the undesirable consequences of job dissatisfaction, they should address the source of the problem—rather than trying to control the different responses I.e. address the dissatisfaction itself