

Unit : 6 Motivation and Job Satisfaction

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Concept of Motivation

- Motivation is the word derived from the word '**motive**' which means needs, desires, wants or drives within the individuals.
- One of the most important functions of management is to create willingness amongst the employees to perform in the best of their abilities. Therefore the role of a leader is to arouse interest in performance of employees in their jobs. The process of motivation consists of three stages:-
 - A felt need or drive.
 - A stimulus in which needs have to be aroused.
 - When needs are satisfied, the satisfaction or accomplishment of goals.
 - Therefore, we can say that motivation is a psychological phenomenon which means needs and wants of the individuals have to be tackled by framing an incentive plan.

Theories of Motivation

- Maslow Hierarchy needs theory
- Hygiene factors and motivators theory
- ERG motivation theory
- McClelland Achievement theory
- Vroom expectancy theory

Maslow's Hierarchy of Needs Theory

Abraham Maslow is well renowned for proposing the Hierarchy of Needs Theory in 1943. This theory is a classical depiction of human motivation. This theory is based on the assumption that there is a hierarchy of five needs within each individual. The urgency of these needs varies. These five needs are as follows-



Maslow's Hierarchy of Needs Theory

- **Physiological needs-** These are the basic needs of air, water, food, clothing and shelter. In other words, physiological needs are the needs for basic amenities of life.
- **Safety needs-** Safety needs include physical, environmental and emotional safety and protection. For instance- Job security, financial security, protection from animals, family security, health security, etc.
- **Social needs-** Social needs include the need for love, affection, care, belongingness, and friendship.
- **Esteem needs-** Esteem needs are of two types: internal esteem needs (self- respect, confidence, competence, achievement and freedom) and external esteem needs (recognition, power, status, attention and admiration).
- **Self-actualization need-** This include the urge to become what you are capable of becoming / what you have the potential to become. It includes the need for growth and self-contentment. It also includes desire for gaining more knowledge, social- service, creativity and being aesthetic. The self- actualization needs are never fully satiable. As an individual grows psychologically, opportunities keep cropping up to continue growing.

- According to Maslow, individuals are motivated by unsatisfied needs. As each of these needs is significantly satisfied, it drives and forces the next need to emerge.
- Maslow grouped the five needs into two categories - **Higher-order needs** and **Lower-order needs**.
- The physiological and the safety needs constituted the lower-order needs. These lower-order needs are mainly satisfied externally.
- The social, esteem, and self-actualization needs constituted the higher-order needs. These higher-order needs are generally satisfied internally, i.e., within an individual. Thus, we can conclude that during boom period, the employees lower-order needs are significantly met.

Implications of Maslow's Hierarchy of Needs Theory

As far as the physiological needs are concerned, the managers should give employees appropriate salaries to purchase the basic necessities of life. Breaks and eating opportunities should be given to employees.

As far as the safety needs are concerned, the managers should provide the employees job security, safe and hygienic work environment, and retirement benefits so as to retain them.

As far as social needs are concerned, the management should encourage teamwork and organize social events.

As far as esteem needs are concerned, the managers can appreciate and reward employees on accomplishing and exceeding their targets. The management can give the deserved employee higher job rank / position in the organization.

As far as self-actualization needs are concerned, the managers can give the employees challenging jobs in which the employees' skills and competencies are fully utilized. Moreover, growth opportunities can be given to them so that they can reach the peak.

Limitations of Maslow's Theory

- It is essential to note that not all employees are governed by same set of needs. Different individuals may be driven by different needs at same point of time. It is always the **most powerful unsatisfied need that motivates an individual**.
- The theory is not empirically supported.
- The theory is not applicable in case of starving artist as even if the artist's basic needs are not satisfied, he will still strive for recognition and achievement.

Herzberg's Two-Factor Theory of Motivation

- In 1959, Frederick Herzberg, a behavioural scientist proposed a two-factor theory or the motivator-hygiene theory.
- According to Herzberg, there are some job factors that result in satisfaction while there are other job factors that prevent dissatisfaction.
- According to Herzberg, the opposite of “Satisfaction” is “No satisfaction” and the opposite of “Dissatisfaction” is “No Dissatisfaction”.

Herzberg's Two-Factor Theory of Motivation

MOTIVATORS

Satisfaction

No Satisfaction

HYGIENE FACTORS

No Dissatisfaction

Dissatisfaction

Herzberg's Two-Factor Theory of Motivation

- Herzberg classified these job factors into two categories- as *hygiene and motivational*.
- **Hygiene factors-** Hygiene factors are those job factors which are essential for existence of motivation at workplace. These do not lead to positive satisfaction for long-term. But if these factors are absent / if these factors are non-existent at workplace, then they lead to dissatisfaction.
- In other words, hygiene factors are those factors which when adequate/reasonable in a job, pacify the employees and do not make them dissatisfied. These factors are extrinsic to work.
- Hygiene factors are also called as **dissatisfiers or maintenance factors** as they are required to avoid dissatisfaction. These factors describe the job environment/scenario.
- The hygiene factors symbolized the physiological needs which the individuals wanted and expected to be fulfilled.

Herzberg's Two-Factor Theory of Motivation

- Hygiene factors include:
 - Pay - The pay or salary structure should be appropriate and reasonable. It must be equal and competitive to those in the same industry in the same domain.
 - Company Policies and administrative policies - The company policies should not be too rigid. They should be fair and clear. It includes flexible work hours, dress code, breaks, vacation, etc.
 - Fringe benefits - The employees should be offered health care plans (mediclaime), benefits for the family members, employee help programmes, etc.
 - Physical Working conditions - The working conditions should be safe, clean and hygienic. The work equipments should be updated and well-maintained.
 - Status - The employees' status within the organization should be familiar and retained.
 - Interpersonal relations - The relationship of the employees with his peers, superiors and subordinates should be appropriate and acceptable.
 - Job Security - The organization must provide job security to the employees.

Herzberg's Two-Factor Theory of Motivation

- **Motivational factors-** According to Herzberg, the hygiene factors cannot be regarded as motivators. The motivational factors yield positive satisfaction. These factors are inherent to work. These factors motivate the employees for a superior performance. These factors are called *satisfiers*. These are factors involved in performing the job. Employees find these factors intrinsically rewarding. The motivators symbolized the psychological needs that were perceived as an additional benefit.

Motivational factors include:

- Recognition
- Sense of achievement
- Growth and promotional opportunities
- Responsibility
- Meaningfulness of the work

Limitations of Two-Factor Theory

- The two-factor theory overlooks situational variables.
- Herzberg assumed a correlation between satisfaction and productivity. But the research conducted by Herzberg stressed upon satisfaction and ignored productivity.
- The theory's reliability is uncertain. Analysis has to be made by the raters. The raters may spoil the findings by analyzing same response in different manner.
- No comprehensive measure of satisfaction was used. An employee may find his job acceptable despite the fact that he may hate/object part of his job.
- The two factor theory is not free from bias as it is based on the natural reaction of employees when they are enquired the sources of satisfaction and dissatisfaction at work. They will blame dissatisfaction on the external factors such as salary structure, company policies and peer relationship. Also, the employees will give credit to themselves for the satisfaction factor at work.

Implications of Two-Factor Theory

- The Two-Factor theory implies that the managers must stress upon guaranteeing the adequacy of the hygiene factors to avoid employee dissatisfaction. Also, the managers must make sure that the work is stimulating and rewarding so that the employees are motivated to work and perform harder and better. This theory emphasize upon job-enrichment so as to motivate the employees. The job must utilize the employee's skills and competencies to the maximum. Focusing on the motivational factors can improve work-quality.

ERG Theory of Motivation

To bring Maslow's need hierarchy theory of motivation in synchronization with empirical research, Clayton Alderfer redefined it in his own terms. His rework is called as ERG theory of motivation. He recategorized Maslow's hierarchy of needs into three simpler and broader classes of needs:

- Existence needs-** These include need for basic material necessities. In short, it includes an individual's physiological and physical safety needs.
- Relatedness needs-** These include the aspiration individual's have for maintaining significant interpersonal relationships (be it with family, peers or superiors), getting public fame and recognition. Maslow's social needs and external component of esteem needs fall under this class of need.
- Growth needs-** These include need for self-development and personal growth and advancement. Maslow's self-actualization needs and intrinsic component of esteem needs fall under this category of need.

Implications of the ERG Theory

- Managers must understand that an employee has various needs that must be satisfied at the same time. According to the ERG theory, if the manager concentrates solely on one need at a time, this will not effectively motivate the employee. Also, the frustration-regression aspect of ERG Theory has an added effect on workplace motivation.
- For instance- if an employee is not provided with growth and advancement opportunities in an organization, he might revert to the relatedness need such as socializing needs and to meet those socializing needs, if the environment or circumstances do not permit, he might revert to the need for money to fulfill those socializing needs. The sooner the manager realizes and discovers this, the more immediate steps they will take to fulfill those needs which are frustrated until such time that the employee can again pursue growth.

McClelland's Theory of Needs

David McClelland and his associates proposed McClelland's theory of Needs/Achievement Motivation Theory.

This theory states that human behaviour is affected by three needs:

1. Need for Power,
2. Need for Achievement, and
3. Need for Affiliation

Need for **achievement** is the urge to excel, to accomplish in relation to a set of standards, to struggle to achieve success.

Need for **power** is the desire to influence other individual's behaviour as per your wish. In other words, it is the desire to have control over others and to be influential.

Need for **affiliation** is a need for open and sociable interpersonal relationships. In other words, it is a desire for relationship based on co-operation and mutual understanding.

McClelland's Theory of Needs



McClelland's Theory of Needs

1. The individuals with high achievement needs are highly motivated by competing and challenging work. They look for promotional opportunities in job. They have a strong urge for feedback on their achievement. Such individuals try to get satisfaction in performing things better. High achievement is directly related to high performance.
2. Individuals who are better and above average performers are highly motivated. They assume responsibility for solving the problems at work. **McClelland called such individuals as gamblers** as they set challenging targets for themselves and they take deliberate risk to achieve those set targets. Such individuals look for innovative ways of performing job. They perceive achievement of goals as a reward, and value it more than a financial reward.
3. The individuals who are motivated by power have a strong urge to be influential and controlling. They want that their views and ideas should dominate and thus, they want to lead. Such individuals are motivated by the need for reputation and self-esteem.

McClelland's Theory of Needs

4. Individuals with greater power and authority will perform better than those possessing less power. **Generally, managers with high need for power turn out to be more efficient and successful managers.** They are more determined and loyal to the organization they work for. Need for power should not always be taken negatively. It can be viewed as the need to have a positive effect on the organization and to support the organization in achieving its goals.

5. The individuals who are motivated by affiliation have an urge for a friendly and supportive environment. Such individuals are effective performers in a team. These people want to be liked by others. The manager's ability to make decisions is hampered if they have a high affiliation need as they prefer to be accepted and liked by others, and this weakens their objectivity. Individuals having high affiliation needs prefer working in an environment providing greater personal interaction. **Such people have a need to be on the good books of all. They generally cannot be good leaders.**

Expectancy Theory of Motivation

The expectancy theory was proposed by **Victor Vroom** of Yale School of Management in 1964. Vroom stresses and focuses on outcomes, and not on needs unlike Maslow and Herzberg.

The theory states that the intensity of a tendency to perform in a particular manner is dependent on the intensity of an expectation that the performance will be followed by a definite outcome and on the appeal of the outcome to the individual.

The **Expectancy theory states that employee's motivation is an outcome of:**

1. how much an individual wants a reward (Valence),
 2. the assessment that the likelihood that the effort will lead to expected performance (Expectancy) and
 3. the belief that the performance will lead to reward (Instrumentality).
4. In short, **Valence** is the significance associated by an individual about the expected outcome. It is an expected and not the actual satisfaction that an employee expects to receive after achieving the goals.
5. **Expectancy** is the faith that better efforts will result in better performance. Expectancy is influenced by factors such as possession of appropriate skills for performing the job, availability of right resources, availability of crucial information and getting the required support for completing the job.

Expectancy Theory of Motivation

6. Instrumentality is the faith that if you perform well, then a valid outcome will be there.

Instrumentality is affected by factors such as believe in the people who decide who receives what outcome, the simplicity of the process deciding who gets what outcome, and clarity of relationship between performance and outcomes.

Thus, the expectancy theory concentrates on the following three relationships:

- Effort-performance relationship:** What is the likelihood that the individual's effort be recognized in his performance appraisal?
- Performance-reward relationship:** It talks about the extent to which the employee believes that getting a good performance appraisal leads to organizational rewards.
- Rewards-personal goals relationship:** It is all about the attractiveness or appeal of the potential reward to the individual.

Vroom was of view that employees consciously decide whether to perform or not at the job. This decision solely depended on the employee's motivation level which in turn depends on three factors of expectancy, valence and instrumentality.

Expectancy Theory of Motivation



Advantages of the Expectancy Theory

- It is based on self-interest individual who want to achieve maximum satisfaction and who wants to minimize dissatisfaction.
- This theory stresses upon the expectations and perception; what is real and actual is immaterial.
- It emphasizes on rewards or pay-offs.
- It focuses on psychological extravagance where final objective of individual is to attain maximum pleasure and least pain.

Limitations of the Expectancy Theory

- The expectancy theory seems to be idealistic because quite a few individuals perceive high degree correlation between performance and rewards.
- The application of this theory is limited as reward is not directly correlated with performance in many organizations. It is related to other parameters also such as position, effort, responsibility, education, etc.

Implications of the Expectancy Theory

- The managers can correlate the preferred outcomes to the aimed performance levels.
- The managers must ensure that the employees can achieve the aimed performance levels.
- The deserving employees must be rewarded for their exceptional performance.
- The reward system must be fair and just in an organization.
- Organizations must design interesting, dynamic and challenging jobs.
- The employee's motivation level should be continually assessed through various techniques such as questionnaire, personal interviews, etc.

Motivation for Performance: Motivation in Actions

- Management by objectives
- Employee involvement programs
- Variable pay programs
- Skill based pay plans
- Flexible benefits
- Job redesign and scheduling program
- Motivation through goal setting

Concept of Job Satisfaction

- Job satisfaction refers to a person's feeling of satisfaction on the job, which acts as a motivation to work. It is not the self-satisfaction, happiness or self-contentment but the satisfaction on the job.
- Job satisfaction relates to the total relationship between an individual and the employer for which he is paid.
- Satisfaction means the simple feeling of attainment of any goal or objective. Job dissatisfaction brings an absence of motivation at work.
- Job satisfaction is defined as the level of contentment employees feel with their job. This goes beyond their daily duties to cover satisfaction with team members/ managers, satisfaction with organizational policies, and the impact of their job on employees' personal lives.

Relationship between job satisfaction and productivity

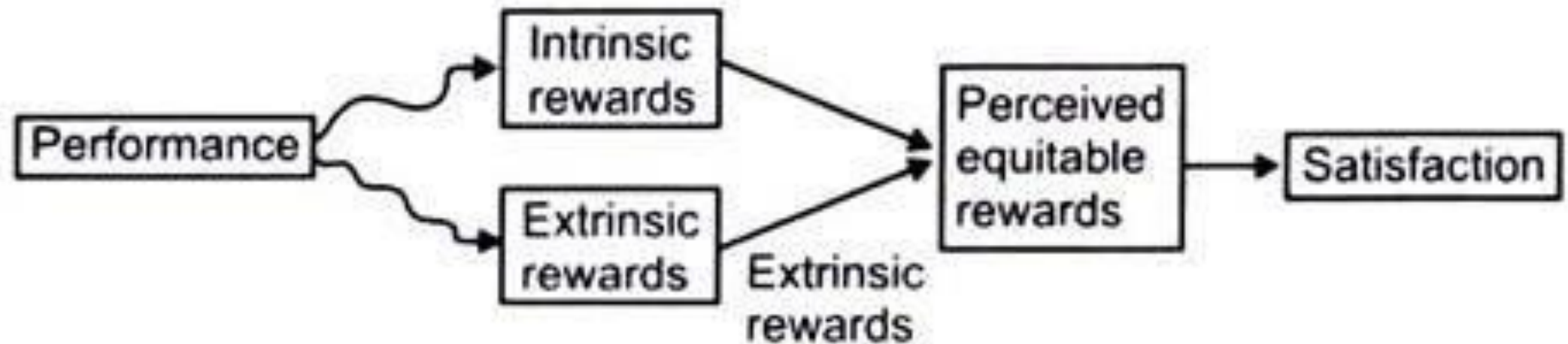


Fig. 16.2: Relationship between Job Satisfaction and Productivity

Sources or Determinants of Job Satisfaction

- Pay
- Work itself
- Promotions
- Supervision
- Work group
- Working conditions

The Effect of Job Satisfaction/ Dissatisfaction on Employee Performance

- **i. Satisfaction and Productivity:**
- Based on research carried out in Hawthorne studies, further research to prove that “happy workers are productive” was carried out, which has been proved negative. Based on the conclusion of Hawthorne studies, managers began their efforts to make their employees happier by improving work conditions, providing Laissez-faire type of leadership, expanding various facilities to the workers, but it has been found that there is no direct relationship between happiness and productivity.
- Robins concluded that productive workers are likely to be happy workers.
- But it can be said from organizational point of view that organization that are able to evolve such policies that make employees happy bound to have improved productivity.
- However globalization, speed of machines and knowledge explosion, impact of media on workers, social awareness and high expectations of employees to meet social obligations are important factors to ensure high satisfaction level of employees.

The Effect of Job Satisfaction/ Dissatisfaction on Employee Performance

- **ii. Satisfaction and Absenteeism:**

- There is an inverse relationship between satisfaction and absenteeism. When workers are more satisfied the absenteeism is low. When satisfaction level is low absenteeism tends to be high. There are certain moderating variables like sick leave and degree to which people feel that their jobs are important.
- Where there is a provision for sick leave, employees would take the benefit and absent themselves. As far as the importance of work is concerned, it has been observed that people attend to their work when it is important to accomplish. Employees having high satisfaction would not necessarily result in to low absenteeism but those having low satisfaction level would definitely have high absenteeism.

- **iii. Satisfaction and Turnover:**

- It has been found that employees who are not satisfied with their jobs will have high turnover. Employees who are satisfied will not have high turnover. Satisfaction is also negatively related to turnover but the co-relation is stronger than what we found in absenteeism. Employee performance is a moderating factor of the satisfaction—Turnover relationship.

The Effect of Job Satisfaction/ Dissatisfaction on Employee Performance

Dissatisfied workers may express their satisfaction as given in figure:

The responses are based on two dimensions i.e. constructive/destructive and activity/passivity.

Exit: Individual starts searching a new job and resign from the current job.

Voice: Employees tries to improve working conditions. In the process suggestion to management are submitted, increased union activates and communication is important.

Loyalty: Workers behave passively in situation like external criticism. They wait for things to improve on their own.

Neglect: Deliberately and consciously allow conditions to worsen by long absenteeism, lack of interest for quality control, targets, quota, etc. They put in reduced efforts and display lack of interest

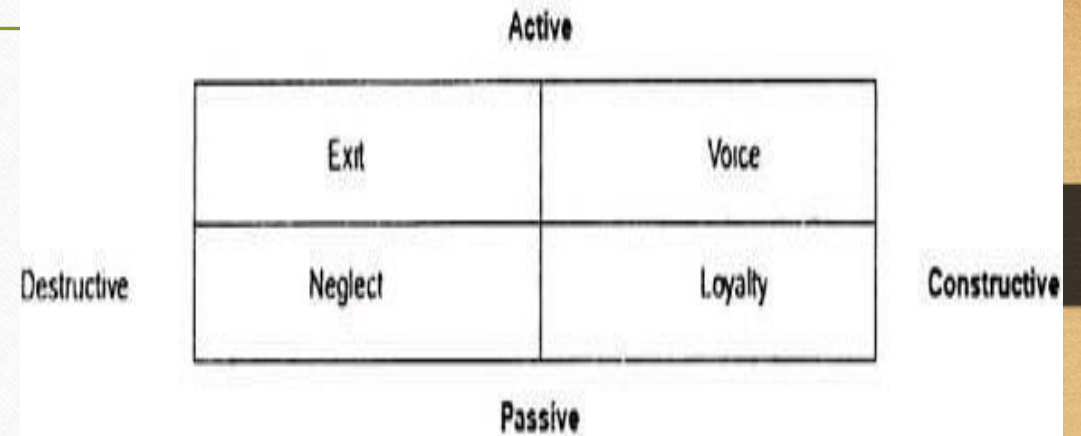


FIG. EXPRESSION OF DISSATISFACTION

Any Queries

- ***Thank You***