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# Chapter 5: Motivation & job satisfaction

Fincham & Rhodes 2005: Principles of  
Organizational Behaviour  
HRM &OB module 2017/2018



# Motivational theories (1)

- Content theories
  - All individuals have the same needs
  - Dominance, competence, pain avoidance, autonomy, achievement
- Process theories
  - Individuals have different needs
  - Focus on the cognitive processes creating the differences

# Motivational theories: Content theories, Maslow Hierarchy (1)

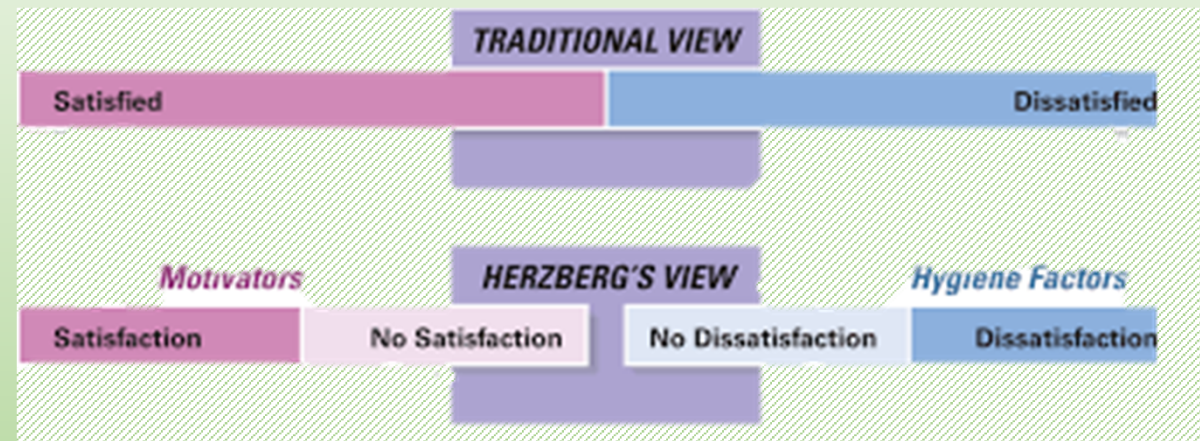


# Motivational theories: Content theories, Maslow Hierarchy (2)

- A process of psychological growth
- Having satisfied one need we move on to the next
- Prepotency: the extent to which a need determines our behaviour
- Self-actualization is never fully satisfied
- Operationalization of Maslow's construct is difficult

# Motivational theories: Content theories, Herzberg (1)

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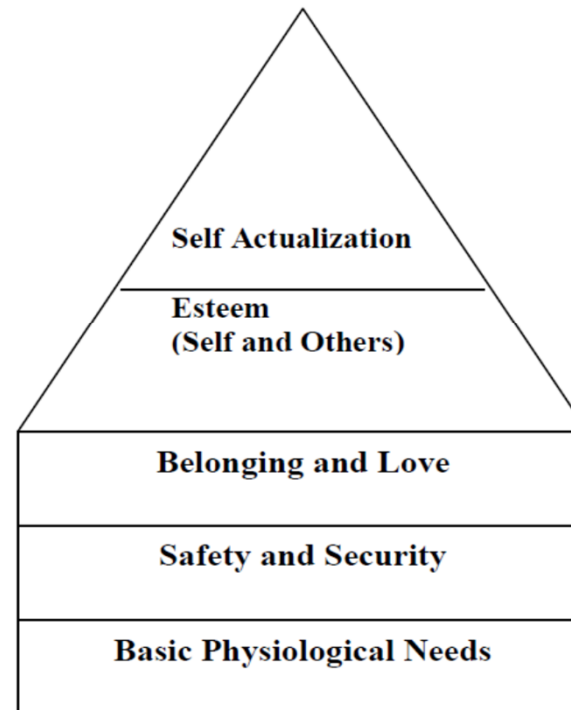


# Motivational theories: Content theories, Herzberg (2)

- Motivators:
  - Sources of satisfaction, e.g. autonomy, etc.
  - When absent: no satisfaction (though no dissatisfaction either)
  - When present: full satisfaction
  - Reflect the need for self-actualization and those of an higher order
- Hygiene factors:
  - Working conditions, e.g. job security, etc.
  - When absent: dissatisfaction
  - When present: no dissatisfaction (but also no satisfaction)
  - Reflect the need to avoid pain

# Motivational theories: Content theories, Comparison Maslow and Herzberg

Maslow's Hierarchy of Needs



Herzberg's Two Factors

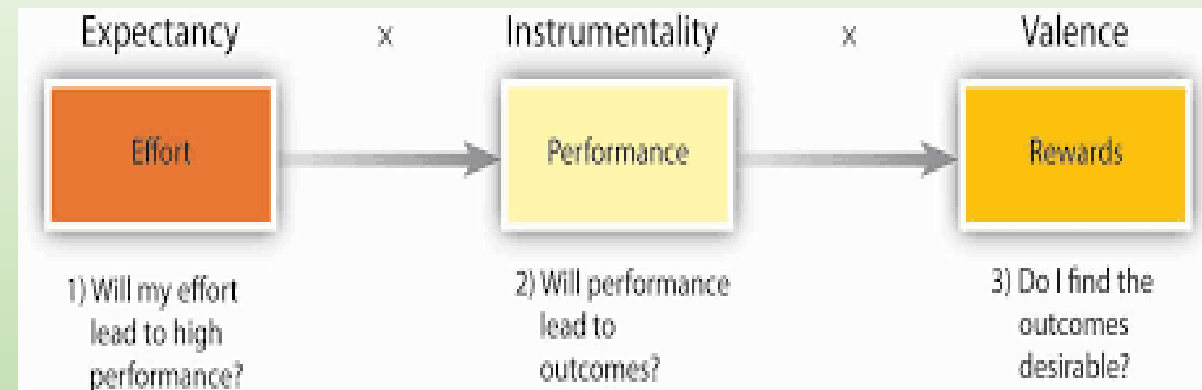
**Motivators:**

- Achievement
- Recognition
- Work itself
- Responsibility
- Advancement

**Hygiene Factors:**

- Interpersonal Relations
- Company policy/administration
- Supervision
- Salary
- Working Conditions

## Motivational theories: Process theory, Adam's Vroom's VIE theory (1)



# Motivational theories: Process theory, Adam's Vroom's VIE theory (2)

Motivational force: VIE

- Expectancy that effort is linked to performance
- Instrumentality: the probability that valued rewards follow from high performance
- Valences: valued rewards

# Knowledge of results & goal-setting

Two ways of motivating:

## 1. Knowledge of results, i.e. feedback

- Be positive, well timed, about behaviour an individual controls, specific, about publicly observed behaviour, sensitive when it is negative

## 2. Goal-setting

- Directs effort & provides guidelines
- Participation may help

## Job satisfaction (JS) (1)

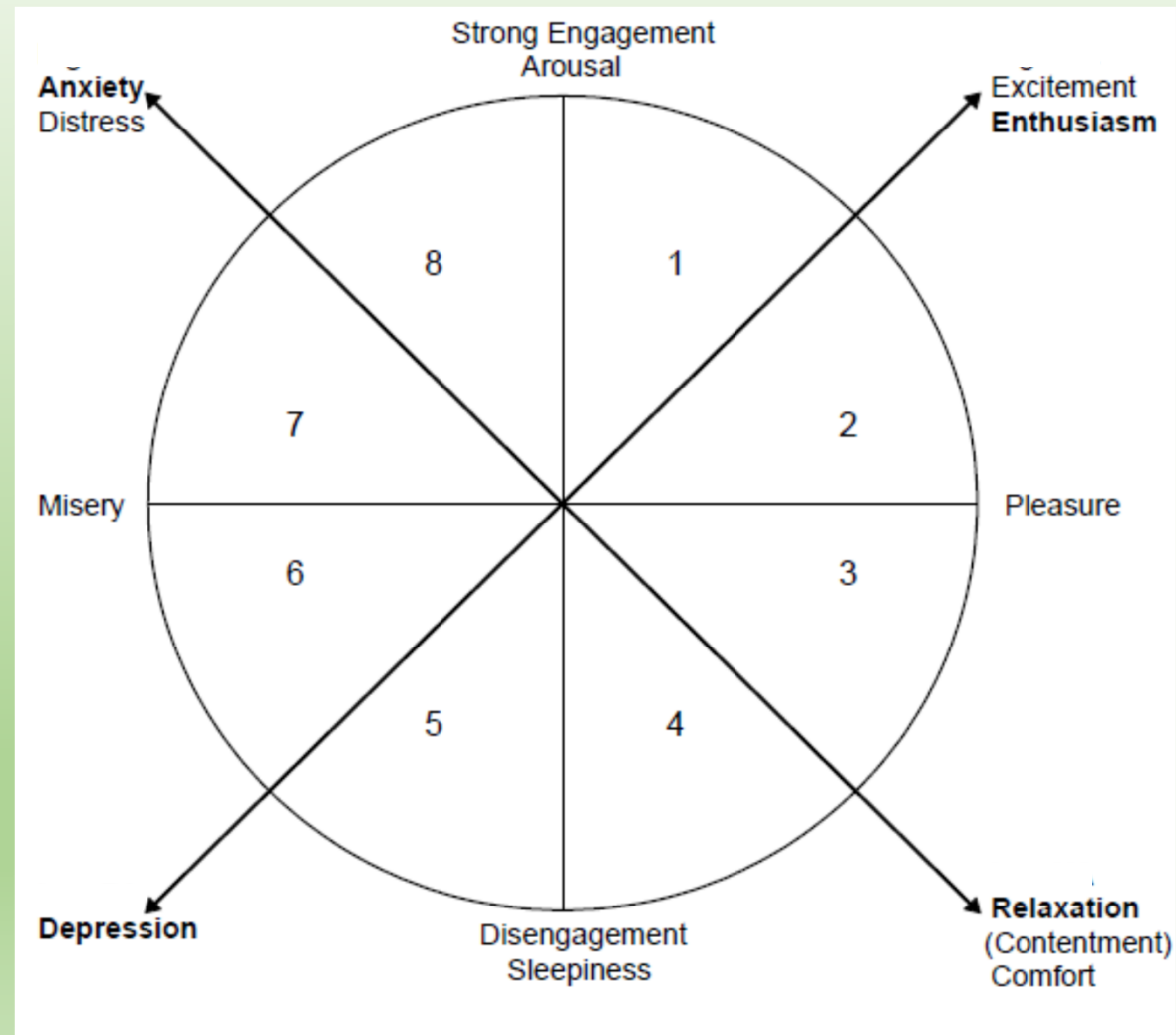
- JS is overall amount of positive affect toward a job (or facets of it)
- JS is an affective rather than a cognitive response
- JS is relevant to well-being
- The two-dimensional model:
  - Content of an individual's feelings
  - Intensity of an individual's feelings

## Job satisfaction (JS) (2)

3 axes:

- 1) pleasure – displeasure
- 2) anxiety – comfort
- 3) enthusiasm – depression

Source: Sevastos 1996



# Job satisfaction theories: Variance theory

- You want  $x$ , you are given  $x$  = satisfied
- What is  $x$ ?
  - Borrow from motivation theory
  - Explore the nature of the work
- Variance theory explores whether there are significant individual differences in reported individual levels of job satisfaction
- Yet this variance could be also ascribed to a variance in the classes of needs that each worker is experiencing.

## Job satisfaction theories: Job characteristics

- Causes of JS are to be found in objective characteristics of a job
- 5 core dimensions: skill variety, task identity, task significance, autonomy, task feedback.
- This leads to 3 critical psychological states that in turn improve performance:
  - Experienced meaningfulness of work
  - Experienced responsibility of work outcomes
  - Knowledge of results of work activities

# Mediating factor of job satisfaction

- Gender: women have higher levels of JS
- Age: high levels of JS among very young & older people
  - Expectations? Non-standard employment? Little intrinsic interest?
- Personality: positive & negative effect
- Social class: define the satisfactory job

# Job satisfaction consequences (1)

- Moderately connected
  - Other factors influence LS
  - Role conflict can radically undermine JS
- JS & LS mutual causation of the two
  - The effect of LS on JS is stronger than the other way round

## Job satisfaction consequences (2)

- The relationship between JS & productivity is not a straight line
  - i.e. a 'satisfied' worker is not necessarily a productive one
- On a workforce level:
  - JS → high productivity → profitability