

UNIT-V (Job Satisfaction)

Outcome of this Presentation

This Presentation will cover CO4

Statement of CO4 is as follows:

Study the different motivational theories which help to motivate the worker.

Job Satisfaction

Job Satisfaction, as the name suggests, is the feeling of contentment or a sense of accomplishment, which an employee derives from his/her job. It is a result of appraisal that causes one to attain their job values or meet out their basic needs. It helps in determining, to what extent a person likes or dislikes his/her job.

MOTIVATION

Motivation refers to the psychological processes that stimulate excitement and persistence of voluntary actions aimed at some goal. Because motivation can be highly individualized, managers use a wide range of techniques to keep their employees motivated and happy. Therefore, it is essential for managers to understand the psychological processes involved in motivation so that they can effectively direct employees towards organizational goals.

Maslow's Need Hierarchy theory

One of the most popular needs theories is Abraham Maslow's hierarchy of needs theory. Maslow proposed that motivation is the result of a person's attempt at fulfilling five basic needs: physiological, safety, social, esteem and self-actualization. According to Maslow, these needs can create internal pressures that can influence a person's behavior.



Herzberg's Two-Factor Theory/Motivator-Hygiene

- Five features of work that bring about satisfaction, namely achievement, recognition, the job itself, responsibility and advancement.
- At the other end of the spectrum, Herzberg identified institutional politics, the management approach, supervision, pay, relationships at work and working conditions as factors that may demoralize employees.
- Employees should be promoted after completing certain stages of their career and should receive recognition for special achievements – for example, when they produce exceptional results in their subject areas; on a more basic level, they should also be given responsibility to determine how to handle tasks that relate to their jobs.
- The Two-factor theory has however drawn its share of criticism. fails to distinguish between physical and psychological aspects and to precisely explain what motivators are and how they differ from hygiene factors; it also fails to express the degrees of satisfaction and dissatisfaction as a measure instead of using numbers. Another criticism leveled against it is that it makes assumptions that every individual will react in the same way in the similar situation.

McGregor's X and Y Theories

- McGregor's (1960) Theory X and Y models categorize employees as belonging to one of two groups based on two sets of assumptions. Theory X assumptions take a negative perspective of people: People can have "an inherent dislike for work and avoid it if possible; because of this, they must be coerced, controlled, directed and threatened with punishment to make them work. They prefer to be directed, avoid responsibility, have little ambition, and want security".
- Theory Y assumptions take the opposite view: the mental and physical inputs expended at the workplace are equated and par with those rest or play. External factors or any threats from outside may not be the sole influence for exerting effort. Workers or people can exercise caution and discipline to have objectives achieved, but the hunger in their desire to commit to objectives is dependent on how big are the rewards as assigned to that kind of achievement. Under normal circumstances, people can adapt to seek responsibility and not only accept it.
- Applying these assumptions to a school environment, one could argue that two of the main causes of dissatisfaction among teachers are having to deal with problem students and a strict and inconsiderate management, for example a principal who is coercive and does not appreciate the efforts of teachers, or an overly directive principal who never delegates or allows teachers to make independent decisions. Conversely, a supportive principal may be a source of job satisfaction to teachers.

McClelland's Need Achievement Theory

- McClelland's need achievement theory postulates that some people are driven to success through seeking “personal achievement rather than rewards themselves”
- This theory is readily applicable to academic environments and explains why some teachers are high achievers, despite the difficulties they face: they set themselves high goals and achieving these goals is what drives them.
- Alderfer's ERG theory is related to Maslow's hierarchy of needs but reduces Maslow's five categories of a need to three; namely, relatedness being (esteem/social needs), then growth being (self-actualization) and existence which is (security/physiological needs).

Value – Percept Theory

- **Individual's values determine their satisfaction on their job because employees in organizations hold different value systems, therefore based on this theory, their satisfaction levels will also differ.**
- **Having a look at Value – Percept theory, the assumption is that the difference between expectations and what is received can bring dissatisfaction depending on how important the job is to the individual.**
- **The potential problem with this theory is that there is a possibility of a relationship between what people desire and what they consider important.**
- **These concepts can be separable theoretically but practically hard to differentiate.**

Vroom's Expectancy Theory

Vrooms's expectancy theory stipulates that behavior is a product of choices that are available for to be prioritized. The idea is to derive satisfaction and minimize dissatisfaction in employees. Individual factors such as personality and skills determine performance (Wagner and Hollenburg, 2007). This theory also explains that performance, motivation, and effort are within an individual's motivation and variables such as valence, instrumentality, and expectancy verifies this. The higher the effort in work relates to the higher the performance.

Porter-Lawler Model

This is a comprehensive and more complete theory of motivation which is inclusive of diverse aspects. This model can give details of the fiber relation that exists between job performance and attitudes which perfectly defines managers. The model also touches on the assumptions of human behavior. The deductions of the model assume that individual behavior is influenced by both internal and external factors, rational and make own choices about their behavior, have different goals, desires and needs. Finally, individuals decide between alternative behaviors

The equity theory

- The equity theory postulates that employees will weigh their input into a job against the output they receive from it – the more the rewards, the greater their satisfaction.
- Regarding this theory, employees who perceive that they receive more output from their jobs than what they put into them will experience job satisfaction. Certain aspects of the job itself also shape how an employee perceives it. Tasks that are clarified bring a better job satisfaction since a clear role breeds a work force that is happy, committed and shows much involvement in work that is done.
- Authors identified five major job characteristics that impact on the psychological state of an employee and influence their motivation and job satisfaction, as well as their levels of absenteeism, namely the variety of skills involved in a task, the identity and significance of the task, autonomy, and feedback. Employees compare their input-outcome ratio with that of other employees and if they perceive it to be fair, employees will experience satisfaction.
- If employees perceive an inequity in their input-outcome ratio compared to other employees, they become dissatisfied and less motivated. theories of motivation.

Workers Participation

Workers' participation in management is an essential ingredient of Industrial democracy. The concept of workers' participation in management is based on Human Relations approach to Management which brought about a new set of values to labour and management. Traditionally the concept of Workers' Participation in Management (WPM) refers to participation of non-managerial employees in the decision-making process of the organization. Workers' participation is also known as 'labour participation' or 'employee participation' in management. Workers' participation in management implies mental and emotional involvement of workers in the management of Enterprise. It is considered as a mechanism where workers have a say in the decision.

The objectives of Workers Participation

- To raise level of motivation of workers by closer involvement.
- To provide opportunity for expression and to provide a sense of importance to workers.
- To develop ties of understanding leading to better effort and harmony.
- To act on a device to counter-balance powers of managers.
- To act on a panacea for solving industrial relation problems.

Different forms of Workers Participation

- Collective Bargaining
- Works Councils
- Joint Management Councils and Committees
- Board Representation
- Workers Ownership of Enterprise

Quality of working life (QWL)

Quality of working life (QWL) is the favorableness or unfavorableness of a job environment for people; it refers to the quality of relationship between employees and the total working environment. According to Harrison (1985) 3, QWL is the degree to which the working organization contributes to material and psychological well-being of its members. Broadly, the concept of QWL involves four major aspects: (i) safe work environment, (ii) occupational health care, (iii) suitable working time, and (iv) appropriate salary.

THANK YOU