

# MOTIVATION AND JOB SATISFACTION OF EMPLOYEES

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## **Abstract:**

*The path to efficient human resource management is in understanding employee motivation. Only by knowing what determines the individual to carry out activities, which are the reasons underlying his action, is it possible to design an efficient system of methods and forms of human resource management. Managers need to adopt a leadership style that provides employees with motivation and job satisfaction. Employee motivation and job satisfaction are two important elements in an organization, because the relationship between the organization's management and employees is governed by the motivation to care for employees feel involved in their work. This is why organizational management must have the necessary training and skills to present organizational goals at the level of employees and correlate with their personal goals. Only in this way does the organization become efficient and can achieve its goals.*

**Key words:** human resources, organization, manager, motivation at work, job satisfaction

**JEL classification:** A10, L84, O15

## **Introduction**

„Today, people are a common resource and, at the same time, a key resource, a vital resource for all organizations that ensure their survival, development and competitive success. This fact has determined more and more specialists in the field to state that the competitive advantage of an organization increasingly resides in its people.

Human resources are the only ones capable of producing and reproducing all the other resources at the disposal of an organization. People are the active resources of the organization because their potential actively contributes to increasing organizational efficiency and effectiveness” (Nagy, Cristina Mihaela Sabău, Crăciun: 2019, 237).

*Motivation* is an inner state of an individual who initiates and directs behavior toward a goal of care, once achieved, will determine the satisfaction of a need. Based on this definition, we consider that some clarifications are required regarding the meanings of some of the terms of this family, namely meanings relevant to the present article. Reason: cause, reason, cause of an action; the impulse that divides the action or that determines an action; mobile. *To motivate*: to argue in favor of an action; mobilize. Motivation: the act of motivating. Motivation: the totality of the reasons (conscious or not) that determine someone to perform a certain action or to aim for certain goals. *Motivational*: which serves as motivation. (Explanatory Dictionary of the Romanian Language: 1996).

## **Results and discussions**

Managers can be successful in their work if they manage to have a good understanding of the role that motivation plays in the work of subordinates. Most managers understand the behavior of members of the organization, they are concerned to identify their behavior, to stimulate performance and achieve the goals of the organization. Any organization can achieve its goals only through the joint efforts of its

employees. For this reason, one of the conditions for which some organizations are more efficient and productive than others, is given by the quality and quantity of efforts made by its employees, efforts that are related to motivation. Among the reasons underlying the personal motivation of an organization we mention: the intrinsic desire to have something, social comparison, social presence, personal aspirations, possible to achieve success, habit, increased self-esteem, a.s.o. In order to be productive, people must be strongly involved in their work and eager to achieve certain goals, from the simplest (the desire to get money or to get there faster) to the most complex and useful to the organization (to achieve important things, to find new effective methods, to do what they enjoy).

From the perspective of work psychology, motivation is defined as the sum of internal and external energies that initiate and support an effort aimed at an objective of the organization, which will simultaneously meet individual needs. (Robbins: 1998, p. 89) Thus, a highly motivated employee must channel his efforts to meet the objectives of the organization, these being the qualitative component of the effort that gives value to the effort made. When personal goals are closer to organizational ones, the effort will make a greater contribution to the expected results of the organization. Otherwise there will be poor results at work.

Motivation must also be seen as a process of satisfying needs because need is an internal state of necessity that makes certain goals attractive. In order for an individual to be motivated at work, he must have the certainty that he performs a certain activity, he will also satisfy his own needs.

There are several individual (intrinsic) and organizational (extrinsic) motivational factors that together can determine individual motivating behavior or not, in order to achieve high performance.

With the development of different approaches to management and organizations, the concept of work motivation has changed. F. Taylor, when he talks about rational-economic motivation, states that employees will work harder if they get high salaries, and their performance would be limited only by fatigue.

An essential principle that determines the performance of the members of the organization consists in their ability and motivation levels. (Ion Stăncioiu, Gheorghe Militaru: 1998, P.417-418) This principle can be expressed by the following formula:

**Performance = f (skill x motivation)**

According to this principle, no task can be successfully performed if the person who has to do so does not have the necessary ability. The ability reflects the talent of a person who has to perform the tasks related to the goal. Talent targets the intellectual and physical skills that a person possesses. Given a person's level of intelligence, skill or dexterity, it can be seen that sometimes this is not enough to achieve a high level of performance. The person must want to achieve that level of performance, and this depends on how motivated she is.

The motivational process consists in: identifying the needs of employees; looking for solutions to meet the needs of employees; selecting the objectives that will guide / motivate the employees' behavior; employee performance; employee compensation; a new employee needs assessment. Motivation must always be analyzed as a process of satisfying needs because need is an internal state of necessity that makes certain goals attractive. In order for a person to be motivated at work, he must have the certainty that performing a certain activity will satisfy his own needs.

We specify that motivation is one of the most important responsibilities of managers, they must find the best ways to make their subordinates perform at work. An important thing in the organizational environment is that the employee alone is able to motivate himself because the motivational processes are triggered and coordinated from within the human being. The role of the manager is to identify and specify how

achieving the objectives of the organization ensures and meets the needs of its employees.

Motivation theory tries to explain why people behave the way they behave. Not an easy task, or to quote Vroom (1970): "To the question: What makes workers work efficiently?" It is not easy to answer. The difficulty of this answer is that any researcher must make assumptions about the reasons for the behavior he observed or recorded. Therefore, in all matters of motivation there will always be a certain element of subjectivity. (Cole, G.A. : 2000, p. 99)

The specialized literature presents us with two types of motivational theories: *content theories and process theories*.

*Content theories of motivation* focus on a person's specific internal factors that can initiate, guide, or stop his or her behavior. For example, an attractive salary, good working conditions and the existence of friendly relations with colleagues are important factors for most people. Therefore, needs-based motivational theories start from the definition of human needs or necessities as states of necessity that are manifested by the appearance of a tension and a state of imbalance in the organic system or personality, imbalance that is required removed by an action of elimination and restoration of balance. (Lucreția Birz: 2012, p. 14). But, in order to restore balance, a goal is identified that will satisfy the need and select a direction of action / behavior, and that will lead to the fulfillment of a goal.

The most important content theories of motivation are: Abraham H. Maslow's pyramid of needs, ERG theory, McClelland's success theory, and Herzberg's two-factor theory.

*Psychologist Abraham H. Maslow* has developed a theory of motivation that continues to be a reference in the literature. He argues that people manifest a complex set of needs that can be arranged in a hierarchy of needs. In Maslow's conception, man is a being who wants more and more, and what he wants depends on what he already has. Thus, human needs are arranged on several levels in a hierarchy, depending on their importance. At the base of the pyramid are the needs that must be met first, and as we climb to higher levels, their intensity decreases.

Satisfaction of a need at a certain level leads to dissatisfaction with the need for the next level. If in the meantime the satisfaction of a need at a lower level is in danger, it becomes dominant again and occupies an important place in the human motivational system. (Răducan, R: 2004, p. 12). Thus, if he suddenly loses his job or a close person, the man will not fight for recognition, but for the construction of a home and ensuring the existence of his family. Maslow's theory states that a person has five categories of needs: physiological, security, association (belonging), esteem (consideration) and self-improvement. The strength of a need is defined, on the one hand, by the place occupied in the hierarchy, on the other hand by the extent to which previous needs have been met.

*Clay Alderfer's ERG theory* states that at the level of an individual there are three sets of needs: existential (existence needs), relational (relatedness needs) and those of progress (growth needs). ERG's model differs from Maslow's, being more flexible, considering that several needs can be simultaneously active, demanding their satisfaction. Thus, moving between different levels is possible in both directions, ie, if a need at a higher level is not met then it can become more important and a basic one. For example, in the organizational framework if an employee fails to meet his or her developmental wage needs by taking on new responsibilities then he or she can respond with higher wage demands to meet his or her existing needs. ERG theory states that people are motivated to have a behavior that satisfies one of the three sets of needs. Managers have come to the conclusion that needs-based motivation models help them understand how to motivate their subordinates.

*David McClelland's theory of success about human needs*, proposed in 1960, emphasizes the needs developed by people based on their life experience. McClelland established that there are three important needs: the need for success (achievement), association (affiliation) and power. Depending on life experience, these needs will manifest differently influencing the personality of each individual. When a certain need manifests itself intensely in a person, then the effect will cost in motivating the person to adopt a behavior that will allow him to satisfy it. This theory states that people are motivated in accordance with their desire to perform their tasks at the level of standards required to be able to cope with competitive situations.

*Frederick Herzberg's bifactorial theory* is one of the most controversial theories of motivation because, on the one hand, it emphasizes that certain factors lead to satisfaction, while others may prevent dissatisfaction but are not sources of satisfaction, and on the other hand job satisfaction and dissatisfaction evolve discontinuously between the factors that produce satisfaction and those that produce job dissatisfaction. Herzberg examined the relationship between job satisfaction and productivity on a group of engineers and economists. By using semi-structural interviews, he accumulated data on various factors that have an effect on employees' perceptions of the work they perform. These researches resulted in two different sets of factors: motivating (intrinsic factors) and hygienic (extrinsic factors).

Herzberg's theory has been challenged by experts in the field whose objections relate to: the fact that a tool for measuring overall job satisfaction has not been used (ie a person may be dissatisfied with one aspect of his work and yet considers the situation at work acceptable); suggests that there is a relationship between satisfaction and productivity, although the research methodology used focused only on satisfaction; the methodology used is called into question (those who conducted the interviews also made interpretations of the information collected, which may have led to data contamination through different interpretations of various responses).

The content theories presented above fail to clearly explain why people choose a certain behavior to achieve the goals related to their work tasks. This aspect of choice is the key element on which *process theories of motivation focus*.

*Process theories of motivation* (procedural motivational theories) try to describe the processes or psychological factors that influence motivation, trying to explain how it occurs. They are also called cognitive because they are interested in people's perceptions of the environment in which they operate and how they understand and interpret it. Two of the best known process theories are: *the theory of expectations* (aspirations) and *the theory of equity*. The theory of expectations assumes that employees are rational and evaluate according to how they will be rewarded before performing the tasks related to the jobs they hold. In contrast, equity theory assumes that what is fair is determined by employees compared to other co-workers in the same or similar organizations. Equity theory demonstrates that employee motivation is influenced by both the absolute value of rewards and the relative value of these earnings relative to others.

*The theory of expectations* was developed in 1964 by Victor Vroom and is based on the premise that the perception of needs determines human behavior, and the intensity of motivation depends on the degree to which the individual wants a certain behavior. (Cole, G.A .: 2000, p. 106). This desire can increase or decrease, ie the intensity of motivation fluctuates. Vroom's theory holds that any motivated behavior is the product of two key variables: the valence, in the sense of attractiveness, of a certain result for the individual in question and the expectation, in the sense that an action will be followed by a predictable result. Therefore, the basic formula proposed by Vroom is as follows:

$$\text{STRENGTH (Motivation)} = \text{VALENCE} \times \text{EXPECTATION}$$

*The theory of equity or the theory of social comparison of the psychologist J. Stacey Adams (1965) argues that the negative state of tension generated by the perception of inequity motivates people to act in the direction of restoring equity. obtaining them, but also the fairness of granting them in comparison with what is offered to others. Based on what they introduce in the relationship (effort, experience, education, competence, ideas, skills) they compare what they get with others, namely: salary level, salary increases, promotions, recognition, opportunities, a.s.o. Equity exists whenever the ratio of results (rewards) to an employee's effort coincides with the reward-effort ratio of other employees. Inequity occurs when there is a significant difference between the two ratios. It will generate tensions at the level of the individual or among individuals.*

We specify that, over time, man has had an ambivalent attitude towards work, namely, its acceptance as a "necessary evil", but also an active attitude of humanization, of transforming himself into a sphere of affirmation. Work is seen by man, not only as a simple means of obtaining what is necessary, but also as an opportunity for satisfaction. A large part of our life is dedicated to work, and job satisfaction becomes a very important aspect of professional activity, it has important consequences, both personal and on the organization in which the work is carried out. The link between satisfaction and managerial practice is mandatory for success in management. People are the most important category of assets in an organization, as well as the only asset that can act against the goals of the organization.

*Job satisfaction is a positive emotional state that results from the personal opinion of employees on their work or work climate; a state of equilibrium that the individual reaches when he fully responds to conscious or unconscious needs or expectations. P.P.Nevanu defines professional satisfaction as a "complex mental configuration not always fully conscious, consisting of a set of positive attitudes of the person towards the work performed. It has the value of an important qualitative index of productive organizations and, at the same time, one of the major objectives of these organizations: in addition to economic efficiency and obtaining various products, it also aims at social efficiency, in other words providing society with working people, self-employed, enjoying consideration, integrated and established at work". (Nevanu, P.P.: 1978, p.80)*

For managers, job satisfaction is very important because a satisfied employee can be more efficient, and studies in the field have shown that there is a direct link between lack of performance and job satisfaction. Also, among the employees who feel dissatisfaction at work there is a higher percentage of physical or psychological symptoms, fatigue, as well as a higher rate of absenteeism.

Work is very important for the development of the individual because through work he achieves his ideals, completes and enriches his personality and satisfies his aspirations. At the base of choosing a career are various reasons: aspirations, ideals, interests, skills, a.s.o. The reason is that psychic phenomenon that has an essential role in triggering, orienting and changing behavior; it is a cause that determines our conduct. The association of different motives is determined by the versatility of objects, by the fact that a certain action can satisfy and frustrate several needs simultaneously. The relative strength of the reasons is given by at least two factors: the degree of satisfaction / dissatisfaction and the position of the reason in the pyramid of needs.

Job satisfaction is one of the factors of overall work efficiency. From a psychological point of view, job satisfaction is the result of the difference between what individuals get as a reward for work and what they estimate they should get. The higher the contribution of the people, in terms of quantity, qualification level, improvement effort, social importance, a.s.o., the higher the expected compensation will be. People

take other people or other human groups as a reference system in order to assess the fairness or unfairness of the reward for work.

Sociologist Cătălin Zamfir claims that job satisfaction can be analyzed in several dimensions:

a) *a) the economic satisfaction* that confers the feeling of security, satisfying the needs of esteem, power, prestige and social position;

b) *job satisfaction*

The work itself has relevant characteristics for human satisfaction, namely: working conditions, technical equipment and the actual content of the work. Among the important characteristics that define the state of job satisfaction we mention: the variety of work; high professional skills, innovation, leadership responsibilities and the correspondence between work and skills of individuals. As for the monotony of work and routine, low professional skills, the mismatch between work and skills, can turn into sources of professional dissatisfaction.

c) *psychosocial satisfaction* results from the fact that in the work process the man relates to his colleagues, to the group he belongs to, to the work partners, to his peers, not only to his activity. (Zamfir, Cătălin: 1980, p. 23) From this point of view, the determining factors of satisfaction can be: favorable group atmosphere; very good relationships between group members and positive relationships between group members and them.

Motivation can also be defined as a psychological and physiological change that occurs in the human being whenever a need arises. To meet this need, the individual adopts a behavior that aims to restore psychological and physiological balance. There is a motivational complex that varies from individual to individual or from situation to situation. The motivation of work can be divided into: intrinsic motivation that results from the very activity submitted by man, without any external pressure; extrinsic motivation that includes the reasons behind the work itself and its author. This can be positive (economic stimulation, appreciation of others, prestige) or negative (economic penalty, criticism of the boss, criticism of colleagues, demotion, a.s.o.).

The state of satisfaction / dissatisfaction is an indicator of motivation, of its effective way of achievement. Motivation and satisfaction appear in a double quality, both cause and effect; motivation is a cause, and satisfaction a final state. The two concepts relate together to the performance of the activity that can be influenced either positively or negatively. Brian Tracy and Dan Strutzel claim that people want to be successful, to be happy and influential, but very few of them continue to achieve these goals through concrete actions. He also states that the actions necessary to be successful at work, in relationships, in competitions, a.s.o. they are often difficult and long-lasting. (Tracy, Brian: 2019, p.120)

### **Conclusions**

Regarding the ways to increase job satisfaction, management specialists have identified the elements that can lead to an increase in job satisfaction: the choice of profession and job according to their own skills and inclinations; improving physical conditions at work, awareness of the social utility of work; professionalism; participation in solving the problems of the working group, of the organization; improving interpersonal relationships and the work climate by developing positive relationships, collegiality and friendship between members of the working group.

In conclusion, we specify that job satisfaction can be defined as a pleasant, positive emotion, resulting from the evaluation of the work submitted. Dissatisfaction occurs when an individual's job expectations are deceived. It is determined by the individual evaluation of the work performed by an employee. Professional satisfaction

has several dimensions: some include job satisfaction in itself, others include salaries, recognition of effort at work, employee appreciation, relationship with managers and colleagues, culture and philosophy of the organization. Human motivation, in turn, is a problem as complex as it is important for the organization's leadership. Based on the medals presented, we can say that there are seven practices that can increase employee motivation: ensuring the right job according to the values and needs of employees; setting clear, attractive and achievable work objectives; providing the necessary resources; creating a social climate; stimulating performance and harmonizing all these elements in a socio-technical system.

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