

# INDUSTRIAL PSYCHOLOGY

## UNIT - I MOTIVATION, JOB SATISFACTION AND JOB INVOLVEMENT

---

What is the difference between content and process theories?

The main **difference between content and process theories** is that **content theory** focuses on individual needs, while **process theory** focuses on behavior. These **theories** provide insight into what motivates people to act a certain way **in a** particular setting and are popular in business management.

---

What is content theory and process theory of motivation?

There are two main types of **motivation**

**theory: content** and **process**. **Content** models of **motivation** focus on what people need in their lives (i.e. what motivates them). **Process theories** look at

**Process theories** of **motivation** try to explain why behaviors are initiated. These **theories** focus on the mechanism by which we choose a target, and the effort that we exert to “hit” the target. There are four major **process theories**: (1) operant conditioning, (2) equity, (3) goal, and (4) expectancy.

t the psychological and behavioral **processes** that affect and individual's **motivation**.

---

What are the types in process theories?

**Process theories** attempt to explain the thought **processes** of individuals who demonstrate motivated behavior. Under this category, we will review equity **theory**, expectancy **theory**, and reinforcement **theory**.

## Types of Theories of Motivation

There are two different categories of motivational theories:

1. **Content theories:** The content theory of motivation, also known as need theory mainly focuses on the internal factors that energise and direct human behavior. In general, such theories regard motivation as the product of internal drives that compel an individual to act or move (hence, "motivate") toward the satisfaction of individual needs. Needs are deficiencies that energise or trigger behaviours to satisfy those needs. At some point in your life, you might have a strong need for food and shelter. At other times, your social needs may be unfulfilled. Unfulfilled needs create a tension that makes you want to find ways to reduce or satisfy those needs. The stronger your needs, the more motivated you are to satisfy them. Conversely, a satisfied need does not motivate. Some of the major content theories are:
  1. [Maslow's Need Hierarchy Theory](#)
  2. [ERG Theory](#)
  3. [Herzberg's Two Factors Theory](#)
  4. [McClelland Theory of Need](#)
  5. [Porter and Lawler Theory](#)
2. **Process theories:** Process theories of motivation provide an opportunity to understand the thought processes that influence behaviour. It explain how workers select behavioural actions to meet their needs and determines their choices The major process theories of motivation are:
  1. [Equity theory](#)
  2. [Expectancy theory](#)
  3. [Goal-setting theory](#)
  4. [Reinforcement theory](#)

We hope you liked this article. Here are few useful articles for you to read next:

- [Three Levels of Management: Top, Middle and Operational](#)
- [Objectives of Management: Organisations, Social, Personal](#)
- [Concept of Management: Definition and Characteristics](#)
- [Responsibility of Manager](#)

The process theories are concerned with the cognitive antecedents that go into motivation and with the way they are related to one another. The theories given by Vroom, Porter and Lawler, equity theory and attribution theory fall in this category. These theories provide a much sounder explanation of work motivations. The expectancy model of Vroom and the extensions and the refinements provided by Porter and Lawler help explain the important cognitive variables and how they relate to one another in the process of work

motivation. The Porter Lawler model also gives specific attention to the important relationship between performance and satisfaction. A growing research literature is somewhat supportive of these expectancy models, but conceptual and methodological problems remain. Unlike the content models, these expectancy models are relatively complex and difficult to translate into actual practice. They have also failed to meet the goals of prediction and control

## **Motivation Theory 1 - Adam's Equity Theory of Work Motivation**

The theory explains that a major input into job performance and satisfaction is the degree of equity or inequity that people perceive in work situations. Adam depicts a specific process of how this motivation occurs.

Inequality occurs when a person perceives that the ratio of his or her outcomes to inputs and the ratio of a relevant other's outcomes to inputs are unequal.

Our Outcomes < Other's Outcomes = Inequity (under-rewarded)

Our Inputs Other's Inputs

Our Outcomes = Other's Outcomes = Equity

Our Inputs Other's Inputs

Our Outcomes > Other's Outcomes = Inequity (over-rewarded)

Our Inputs Other's Inputs

Both the inputs and the outputs of the person and the other are based upon the person's perceptions, which are affected by age, sex, education, social status, organizational position, qualifications, and how hard the person works, etc. Outcomes consist primarily of rewards such as pay, status, promotion, and intrinsic interest in the job. Equity sensitivity is the ratio based upon the person's perception of what the person is giving (inputs) and receiving (outcomes) versus the ratio of what the relevant is giving and receiving. This cognition may or may not be the same as someone else's observation of the ratios or the same as the actual situation.

If the person's perceived ratio is not equal to the other's, he or she will strive to restore the ratio to equity. This striving to restore equity is used as the

explanation of work motivation. The strength of this motivation is in direct proportion to the perceived inequity that exists.

Research suggests that individuals engage in illegal behaviors to maintain equity in relationships, either with their employing organization or with other people (Greenberg, 1990).

The theory was later expanded with the concept of "Organizational Justice". Organizational justice reflects the extent to which people perceive that they are treated fairly at work. It identified three different components of justice: distributive (The perceived fairness of how resources and rewards are distributed), procedural (The perceived fairness of the process and procedures used to make allocation decisions) and interactional (The perceived fairness of the decision maker's behavior in the process of decision-making). (Copanzano, Rupp, Mohler and Schminke, 2001).

### **Critiques:**

Equity theory is descriptive and it reflects much of our everyday experience. As a theory however equity is only partial in analysis and as a predictor. There are many societal and institutional variables (inequalities) that we all navigate. The theory ignores people's natural resilience, their competitiveness, selflessness and selfishness, their ethical dilemmas in decision-making and their passions.

It does not adequately explain interactions in close relationships such as marriage or "emotional labor" - where we may provide care to others at a burdensome cost of declining personal well-being and self-denial. Norms of equity and reciprocity are often discounted in close and romantic friendships or where there are deep family bonds.

In the social exchanges of business, causal, or stranger relationships, there may be more of a dominant assumption that inputs are offered with the expectation of a like response. There is more of a formal contract of tangible and intangible reward. A promise unfulfilled, without proper reciprocity incurs a debt of honor. A promise is broken. In our community, obligations of reciprocal response operate. We are expected to apply the Golden Rule and to help where we can - an act ably demonstrated by "the Parable of the Good Samaritan".

Social exchange theory assumes rational, calculated action involving an expected pay-off. We do not always act rationally. Many will not be as selfish as rational action may suggest. Indeed our reward may be the inner glow of respecting oneself and living to one's own values. Such altruism, albeit self-

referential, does not sit easily under the assumptions of the "rational, economic-person" model.

## **Implications**

It is necessary to pay attention to what employees' perceive to be fair and equitable. For example: In my company, one of my colleagues was assigned to a project that required him to work during non business hours frequently. He worked three days at the office and two days at home in a week for a month and half. This caused others to start working from home during business hours.

Allow employees to have a "voice" and an opportunity to appeal. Organizational changes, promoting cooperation, etc. can come easier with equitable outcomes.

Management's failure to achieve equity could be costly for the organization. For example: One of my technically team members was not very competent. He took double the time to complete any give work when compared to the others. Management failed to take any action; instead the others were given more work. Eventually, even the competent workers took it easy to restore equity causing project delays.

## **Motivation Theory 2 - Vroom's Expectancy Theory of Motivation:**

Expectancy theory provides a framework for analyzing work motivation, which is eminently practical. It provides a checklist of factors to be considered in any managerial situation and it points to the links between the relevant factors and the direction, which these factors tend to follow in their interrelationships. (Tony J. Watson, Routledge & Kegan Paul, 1986).

Expectancy theory holds that people are motivated to behave in ways that produce desired combinations of expected outcomes. It can be used to predict motivation and behavior in any situation in which a choice between two or more alternatives must be made. (Kreitner R. & Kinicki A., Mcgraw Hill, 7th Edition). Vroom gave the following equation of Motivation:

Motivation (M) = Valence (V) x Expectancy (E)

Valence stands for the preference of an individual for a particular outcome. Thus, when an individual desires a particular outcome the value of V is positive. On the other hand when the individual does not desire a certain outcome, the value of V is negative.

Find out how [UKEssays.com](https://www.ukessays.com) can help you!

Our academic experts are ready and waiting to assist with any writing project you may have. From simple essay plans, through to full dissertations, you can guarantee we have a service perfectly matched to your needs.

[View our services](#)

The value of expectancy ranges between zero and one. When a certain event will definitely not occur the value of E is zero. On the other hand when the event is sure to occur the value of E is one.

Since its original conception, the expectancy theory model has been refined and extended many times. The better known of all is the Porter-Lawler model. Although conventional wisdom argues that satisfaction leads to performance, Porter and Lawler argued the reverse. If rewards are adequate, high levels of performance may lead to satisfaction. In addition to the features included in the original expectancy model, the Porter-Lawler model includes abilities, traits, and role perceptions.

### **Critiques:**

Vroom's theory does not directly contribute to the techniques of motivating people. It is of value in understanding organizational behavior. It clarifies the relation between individuals and the organizational goals. The model is designed to help management understand and analyze employee motivation and identify some of the relevant variables. However, the theory falls short of providing specific solutions to the motivational problems.

The theory also does not take into account the individual differences based on individual perceptions nor does it assume that most people have the same hierarchy of needs. It treats as a variable to be investigated just what it is that particular employees are seeking in their work. Thus the theory indicates only the conceptual determinants of motivation and how they are related.

Research studies have confirmed that the association of both kinds of expectancies and valences with effort and performance. The motivated behavior of people arises from their valuing expected rewards, believing effort will lead to performance, and that performance will result in desired rewards.

The expectancy theory explains motivation in the U.S. better than elsewhere and therefore may not be suitable for other regions.

### **Implications**

This theory can be used by the managers to:

- Determine the primary outcome each employee wants.
- Decide what levels and kinds of performance are needed to meet organizational goals.
- Make sure the desired levels of performance are possible.
- Link desired outcomes and desired performance.
- Analyze the situation for conflicting expectations.
- Make sure the rewards are large enough.
- Make sure the overall system is equitable for everyone.

### **Motivation Theory 3 - Maslow's Theory of Hierarchy of Need:**

Maslow believed that within every individual, there exists a hierarchy of five needs and that each level of need must be satisfied before an individual pursues the next higher level of need (Maslow, 1943). As an individual progresses through the various levels of needs, the preceding needs lose their motivational value.

The basic human needs placed by Maslow in an ascending order of importance can be summarized and shown as below:

- The desire to become what one is capable of becoming.
- These are the needs to be held in esteem both by oneself and by others.
- These are the needs to belong and to be accepted by various groups.
- These are the needs to be free of physical danger. The safety needs look to the future.
- These are the basic needs for sustaining human life itself, such as food, water, warmth, shelter, and sleep.

Maslow in his later work (Maslow, 1954) said:

1. Gratification of the self-actualization need causes an increase in its importance rather than a decrease.
2. Long deprivation of a given need, results in fixation for that need.
3. Higher needs may emerge not after gratification, but rather by long deprivation, renunciation or suppression of lower needs.
4. Human behavior is multi-determined and multi-motivated.

### **Critiques:**

Part of the appeal of Maslow's theory is that it provides both a theory of human motives by classifying basic human needs in a hierarchy and the theory of human motivation that relates these needs to general behavior. Maslow's major contribution lies in the hierarchical concept. He was the first to

recognize that a need once satisfied is a spent force and ceases to be a motivator.

Maslow's need hierarchy presents a paradox in as much as while the theory is widely accepted, there is a little research evidence available to support the theory.

It is said that beyond structuring needs in a certain fashion Maslow does not give concrete guidance to the managers as to how they should motivate their employees.

### **Implications:**

The need hierarchy as postulated by Maslow does not appear in practice. It is likely that over fulfillment of anyone's particular need may result in fixation for the need. In that case even when a particular need is satisfied a person may still engage in the fulfillment of the same need. Furthermore, in a normal human being, all the needs are not always satisfied entirely. There remains an unsatisfied corner of every need in spite of which the person seeks fulfillment of the higher need.

A person may move on to the next need in spite of the lower need being unfulfilled or being partly fulfilled.

### **Conclusion**

No single motivation theory can suffice in today's workplace. Each motivational theory has its pros and cons. A theory may get the highest performance from an employee but may not from another employee.

The organization's workplace has changed dramatically in the past decade. Companies are both downsizing and expanding (often at the same time, in different divisions or levels of the hierarchy). Work is being out-sourced to various regions and countries. The workforce is characterized by increased diversity with highly divergent needs and demands. Information technology has frequently changed both the manner and location of work activities. New organizational forms (such as e-commerce) are now common. Teams are redefining the notion of hierarchy, as well as traditional power distributions. The use of contingent workers is on the rise and globalization and the challenges of managing across borders are now the norm. These changes have had a profound influence on how companies attempt to attract, retain, and motivate their employees.



Yet we lack new models capable of guiding managers in this new era of work. As management scholar Peter Cappelli notes, "Most observers of the corporate world believe that the traditional relationship between employer and employee is gone, but there is little understanding of why it ended and even less about what is replacing that relationship" (Cappelli, 1999). I believe that the existing work motivation and job performance theories are inadequate to cater to the present era of such diverse workforce. New theories of motivation are required to commensurate with this new era.

## **Factors Influencing Job Satisfaction**

Job satisfaction is another important technique used to motivate the employees to work harder. It has often been said that "A happy employee is a productive employee." A happy employee is, generally, that employee who is satisfied with his job. Job satisfaction is very important because most of the people spend a major portion of their life at their working place.

Moreover, job satisfaction has its impact on the general life of the employees also, because a satisfied employee is a contented and happy human being. A highly satisfied worker has better physical and mental well being. Though it is a debatable point as to which one is the cause and which is the effect, but there are correlated to each other.

## **Definition of Job Satisfaction:**

In simple words, job satisfaction can be defined as the extent of positive feelings or attitudes that individuals have towards their jobs. When a person says that he has high job satisfaction, it means that he really likes his job. feels good about it and values his job highly.

### **A few definitions of job satisfaction are quoted as follows:**

According to E.A. Locke, ‘Job satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experience.’”

According to Fieldman and Arnold, “Job satisfaction will be defined as the amount of overall positive affect or (feelings) that individuals have towards their jobs.”

According to Andrew Brin, “Job satisfaction is the amount of pleasure or contentment associated with a job. If you like your job intensely, you will experience high job satisfaction. If you dislike your job intensely, you will experience job-dissatisfaction.”

According to Keith Davis and Newstrom, “Job satisfaction is the set of favourable or unfavourable feelings with which employees view their work.”

We can say that job satisfaction is a result of employees’ perception of how well their job provides those things which are viewed as important. In the field of organizational field, job satisfaction is considered the most important and frequently studied attitude.

**There are three important dimensions to job satisfaction:**

(i) Job satisfaction cannot be seen, it can only be inferred. It relates to one’s feelings towards one’s job.

(ii) Job satisfaction is often determined by how well outcomes meet the expectations or exceed the expectations. If the employees working in the organisation feel that they are working much harder than others in the department but are receiving lower rewards, they will be dissatisfied and have a negative attitude towards the job, the boss and the co-workers. On the other hand, if they feel that they are being paid equitably and treated well by the organisation, they will be satisfied with their jobs and will have positive attitudes.

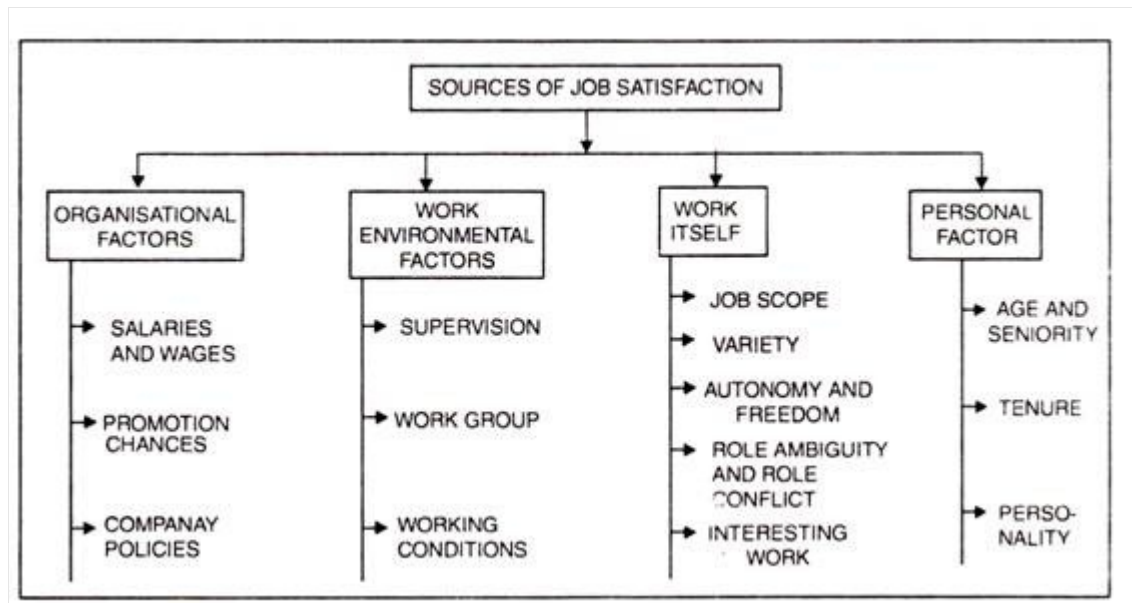
(iii) Job satisfaction and job attitudes are typically used interchangeably. Positive attitudes towards the jobs are conceptually equivalent to jobs satisfaction and negative attitudes towards the job indicate job dissatisfaction.

Even though these two terms are used interchangeably, but there are differences between the two. Job satisfaction is a specific subset of attitudes. Attitudes reflect one's feeling toward individuals organisations and objects. But job satisfaction refers to one's attitude towards a job. Attitudes refer to predispositions to respond but satisfaction relates to the performance factors. Attitudes are long lasting, but satisfaction is dynamic and it keeps on changing. It can decline even more quickly than it developed. Thus, managers need to pay attention to job satisfaction constantly.

### **Factors Influencing Job Satisfaction:**

There are a number of factors that influence job satisfaction. A number of research studies have been conducted in order to establish some of the causes that result in job satisfaction. These studies have revealed consistent correlation of certain variables with the job satisfaction.

**These factors can be explained with the help of the chart:**



**These factors can be discussed in detail as follows:**

### **A. Organisational Factors:**

**Some of the organisational factors which affect job satisfaction are:**

#### **1. Salaries and Wages:**

Wages and salaries play a significant role in influencing job satisfaction. This is basically because of a few basic reasons. Firstly, money is an important instrument in fulfilling one's needs. Money also satisfies the first level needs of Maslow's model of satisfaction. Secondly, employees often see money as a reflection of the management's concern for them. Thirdly, it

is considered a symbol of achievement since higher pay reflects higher degree of contribution towards organizational operations.

Non monetary benefits are also important, but they are not as influential. One reason for that is that most of the employees do not even know how much they are receiving in benefits. Moreover, a few tend to under value there benefits because they do not realize their monetary value. The employees, generally, want a pay system which is simple, fair and in line with their expectations.

## **2. Promotion Chances:**

**Promotional chances considerably affect the job satisfaction because of the following reasons:**

Firstly, Promotion indicates on employee's worth to the organisation which is highly morale boosing. This is particularly true in case of high level jobs. .

Secondly, Employee takes promotion as the ultimate achievement in his career and when it is realized, he feels extremely satisfied.

Thirdly, Promotion involves positive changes e.g. higher salary, less supervision, more freedom, more challenging work assignments, increased responsibilities, status and like.

### **3. Company Policies:**

Organizational structural and policies also play an important role in affecting the job satisfaction of employees. An autocratic and highly authoritative structure causes resentment among the employees as compared to a structure which is more open and democratic in nature.

Organisational policies also govern the human behaviour in the organizations. These policies can generate positive or negative feelings towards the organization. Liberal and fair policies usually result in more job satisfactions. Strict policies will create dissatisfaction among the employees because they feel that they are not being treated fairly and may feel constrained.

Thus, a democratic organisational structure with fair and liberal policies is associated with high job satisfaction.

### **B. Work Environmental Factors:**

**The work environmental factors include the following important factors:**

## **1. Supervision:**

Supervision is a moderately important source of job satisfaction. There are two dimensions of supervisory styles which affect the job satisfaction:

### **First is Employee Centeredness:**

Whenever the supervisor is friendly and supportive of the workers there is job satisfaction. In this style, the supervisor takes personal interest in employee's welfare.

### **Second is Participation:**

The superiors who allow their subordinates to participate in decisions that affect their own jobs, help in creating an environment which is highly conducive to job satisfaction. Thus, the supervisors who establish a supportive personal relationship with subordinates and take personal interest in them, contribute to the employees' satisfaction.

## **2. Work Group:**

**The nature of the work group or team will have effect on job satisfaction in the following ways:**



(i) A friendly, and co-operative group provides opportunities to the group members to interact with each other. It serves as a source of support, comfort, advice and assistance to the individual group members. If on the other hand, the people are difficult to get along with, the work group will have a negative impact on job satisfaction.

(ii) The work group will be even a stronger source of satisfaction when members have similar attitudes and values. In such a group, there will be less friction on a day to day basis.

(iii) Smaller groups provide greater opportunity for building mutual trust and understanding as compared to larger groups.

Thus, the group size and quality of interpersonal relations within the group play a significant role in worker's satisfaction.

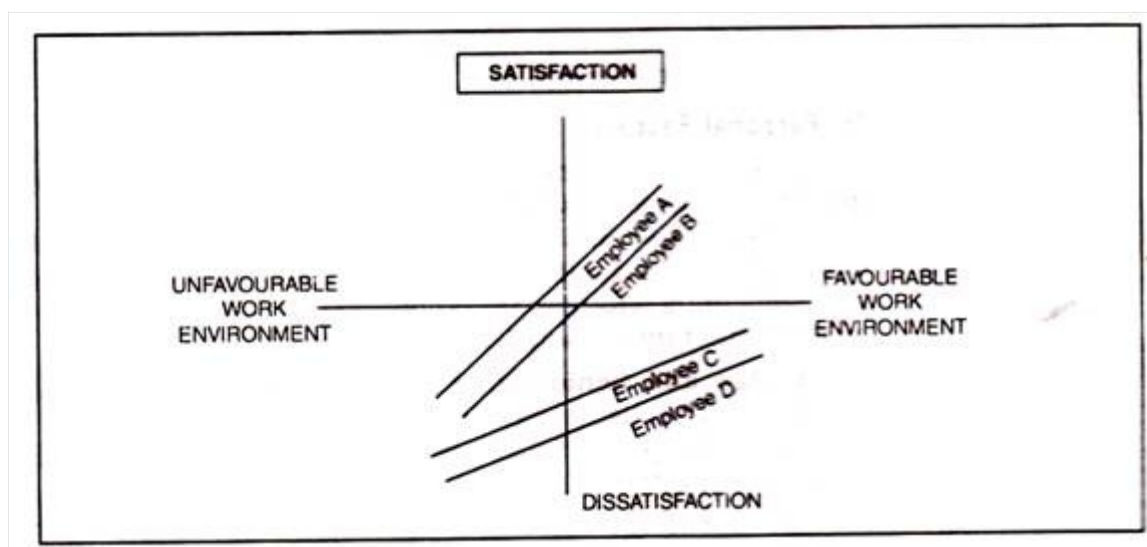
### **3. Working Conditions:**

Good working conditions are desirable by the employees, as they lead to more physical comfort. People desire that there should be a clean and healthy working environment.

Temperature, humidity, ventilation, lighting and noise, hours of work, cleanliness of the work place and adequate tools and equipment are the features which affect job satisfaction. While the desirable working conditions are taken for granted and

may not contribute heavily towards job satisfaction. Poor working conditions do become a source of job dissatisfaction.

Simply because they lead to physical discomfort and physical danger. Moreover, all the employees are not satisfied or dissatisfied by favourable or unfavourable work environment as shown in the figure given below.



As shown in the figure, all the four employees are dissatisfied when the working conditions are unfavourable. However, as the working conditions start becoming favourable, the job satisfaction of employee A and B increases sharply while employees C and D have only minor increase in satisfaction.

### **C. Work Itself:**

The content of the work itself plays a major role in determining the level of job satisfaction.

**Some of the aspects of the work which affect job satisfaction are:**

**(i) Job Scope:**

It provides the amount of responsibility, work pace and feedback. The higher the level of these factors, higher the job scope and higher the level of satisfaction.

**(ii) Variety:**

A moderate amount of variety is very effective. Excessive variety produces confusion and stress and a too little variety causes monotony and fatigue which are dis-satisfiers.

**(iii) Lack of Autonomy and Freedom:**

Lack of autonomy and freedom over work methods and work pace can create helplessness and dissatisfaction. Employees do not like it when their every step and every action is determined by their supervisor.

**(iv) Role Ambiguity and Role Conflict:**

Role ambiguity and role conflict also lead to confusion and job dissatisfaction because employees do not know exactly what their task is and what is expected of them.

#### **(v) Interesting Work:**

A work which is very interesting and challenging and provides status will be providing satisfaction to the employees as compared to work which is boring and monotonous.

#### **D. Personal Factors:**

Personal attributes of the individuals also play a very important role as to whether they are satisfied at the job or not. Pessimists and people with negative attitudes will complain about everything including the job. They will always find something wrong in every job to complain about.

#### **Some of the important personal factors are:**

##### **1. Age and Seniority:**

With age, people become more mature and realistic and less idealistic so that they are willing to accept available resources and rewards and be satisfied about the situation. With the passage of time, people move into more challenging and

responsible positions. People who do not move up at all with time are more likely to be dissatisfied with their jobs.

## **2. Tenure:**

Employees with longer tenure are expected to be highly satisfied with their jobs. Tenure assures job security, which is highly satisfactory to employees. They can easily plan for their future without any fear of losing their jobs.

## **3. Personality:**

Some of the personality traits which are directly related to job satisfaction are self assurance, self esteem, and maturity, and decisiveness, sense of autonomy, challenge and responsibility. Higher the person is on Maslow's needs hierarchy, the higher is the job satisfaction. This type of satisfaction comes from within the person and is a function of his personality. Accordingly, in addition to providing a healthy work environment, management must ensure that the employee is happy with himself and has a positive outlook on life.

---

What is the difference between job involvement and organizational commitment?

The key **difference between job involvement and organizational commitment** is that **job involvement** focuses on an individual's emotions towards his profession, whereas **organizational commitment** focuses on the relationship **between** an individual and an **organization**

---

What is job involvement in organizational behavior?

**Job involvement** refers to a state of psychological identification with work—or the degree to which a **job** is central to a person's identity. From an **organizational** perspective, it has been regarded as the key to unlocking **employee** motivation and increasing productivity.

---

What is the job involvement?

**Job involvement** refers to the psychological and emotional extent to which some one participated in hisher work, profession, and company. ... The **job involvement** is a management and leadership philosophy about how people are most enable to contribute continues improvement and the ongoing success of their work organization

---

What are the benefits of employee involvement?

**What are the benefits of employee involvement?**

- You have more motivated employees. ...
  - You retain and attract talent because of your employee-centric culture. ...
  - You manage change better and welcome it. ...
  - Your employees care more about attaining business goals. ...
  - You nurture a **learning** environment.
- 

What are some examples of employee involvement?

**Some examples of employee involvement include:**

- Continuous Improvement teams.
- formal quality of work life programs.
- quality control circles.
- flatter organizational structures.
- labor management problem solving efforts.
- **employee** problem solving task forces and teams.
- structured suggestion systems.

---

What is commitment in a job?

Definition: **Commitment to work** or **work commitment** is defined as the level of enthusiasm an employee has towards his/her tasks assigned at a workplace. It is the feeling of responsibility that a person has towards the goals, mission, and vision of the organization he/she is associated with.

---

How can job involvement be improved?

### **10 ways to boost employee involvement**

1. Run a naming contest before launching your new or refreshed digital workplace. ...
2. Give employees a direct line to the people at the top. ...
3. Let people celebrate their peers in a Recognition Center. ...
4. Ask employees what they really think. ...
5. Inspire storytelling. ...
6. Inject some fun into your digital workplace.

---

What is employee participation and involvement?

Introduction. **Employee involvement** refers to the opportunities for **employees** to take part in decisions that affect their work, either in their immediate job (task discretion) or in relation to wider company issues (organisational **participation**)

---

How do you show commitment at work?

Be punctual and consistent on time to **work**, meetings and functions. Avoid sadness and depression triggers at all cost in order to remain focused and **committed to work**. Learn how to put customers' needs first and go above and beyond the call of duty to make sure these needs are met.