

**Employee Satisfaction and Motivation**

Name

Institutional Affiliation

Date

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### **Part One**

#### **Introduction**

In organizations, employees work under the management systems' directions and guidance that ensure the full accomplishment of organizational objectives. As organizations' main assets, employees put in efforts towards achieving the set organizational objectives, making them a vital and integral part of their various organizations. In most cases, employees are expected to showcase or display a positive attitude towards their tasks for the organization's proper functioning. Management systems of organizations usually focus on the effectiveness and enhancement of performance regarding resources, processes, and, more importantly, the employees (Ahmad et al., 2010). The performance of employees creates vital impacts on the outcome of organizational operations. Therefore, management systems have a responsibility to ensure that employees operate in conducive environments that foster the organization's development and improvement. This is mostly done by formulating ways and strategies of motivating employees and making them feel their importance as the primary assets within their organizations.

#### **Attitude, Job Satisfaction, and Commitment**

In a well-managed organization, employees are regarded as primary sources of improvement, development, growth, and productivity. Human resources, therefore, becomes the focal point as the success of such organizations depends on the achievement of such goals. For example, Mr. Simon has been regarded as a hardworking and diligent employee in his firm, proving that he is an important part of the organization. In that regard, motivation is needed at

high levels to keep workers like Simon satisfied and committed to their work (Ahmad et al., 2010). Job satisfaction is regarded as a positive state of emotions resulting from the appraisal of an individual's work experience. Job satisfaction is the measure of how happy an individual is with his or her work and work environment. A feeling of contentment and fulfilment towards the job indicates job satisfaction, while a negative feeling may imply job dissatisfaction. For instance, Mr. Simon's feeling that he would probably never get promoted at his workplace may create a feeling of dissatisfaction. Other colleagues could also be feeling the same given that Mr. Simon is one of the longest serving employees and whatever affect him could also affect other employees. The organization's leadership needs to formulate ways of motivating him to retain him, given his hardworking character. On the other hand, employees' commitment defines an individual's perception that binds them to a given job (Ahmad et al., 2010). Imperatively, job commitment is indicated by an individual's acceptance of his or her work and the objectives of his or her organization, the extra effort that one offers at the workplace, and the desire to work in an organization for the longest time.

In essence, attitude defines the kind of feelings that employees have towards various aspects of their work environment. An individual tends to think, behave, and feel positively or negatively towards the work environment. The three aspects—commitment, satisfaction, and attitude, positively or negatively influence employees' continuity within an organization (Ahmad et al., 2010). Satisfied employees grow a positive feeling and attitude towards their work, giving them the desire to stay with their employers long and be committed to their work.

### **Factors Affecting Employee Motivation**

Employee motivation defines the enthusiasm level that an employee offers to the workplace. While motivating employees does not cost the organization that much, it requires balancing various factors. First, employees' reward and recognition may determine how motivated they become (Chauhan et al., 2014). When employees perform exceptionally, they deserve to be praised and recognized for their effort. Despite the importance of that recognition, employees may lose motivation if their efforts are just recognized and not rewarded, implying that reward and recognition work hand in hand. For instance, Mr. Simon has been recognized and commended for his hard work for a long time but has not been rewarded by promotion, lowering his level of motivation. Another factor that influences motivation at the workplace is leadership. Proper management and leadership play a role in motivating employees to performing well in their respective tasks and roles (Chauhan et al., 2014). Good leaders know what it takes to motivate employees and improve their commitment. For instance, as Mr. Simon's leader, it is necessary to look into his desire and other colleagues' to get the promotion he has wanted for years. Considerations can be made on the merits for promotion and base them on Mr. Simon's experience. Somehow, promoting him may be a good strategy of motivating him and having him perform better and commit to the organization.

### **Theoretical Approaches to Motivation**

According to Maslow's content theory of motivation, motivation can be approached from the perspective of satisfaction of arranged needs hierarchically (Badubi, 2017). In this case, when the needs that have been satisfied do not motivate or enhance employee motivation, then it is the dissatisfaction that leads the organization towards the fulfillment direction. For instance, Simon has been working for the organization for a long time and probably has had some of his needs satisfied. Therefore, his only dissatisfaction is in promotion, which can drive him and the

leadership towards success by fulfilling that desire. On the other hand, Skinner's reinforcement theory is an outstanding example of process theories and argues that positive reinforcements like promotion, recognition, reward, and appreciation are promoters of employee motivation (Badubi, 2017). Both content and process theories of motivation influence employee satisfaction in various ways. Leaders may practically apply such theories in boosting employees' morale and their desire to work and become more productive. For instance, managers can apply external factors such as promotion and reward to retain their employees and motivate them. As Mr. Simon's leader, for instance, it is necessary to consider more than just recognition and reward in trying to motivate him. Other factors like salary increment and promotion can help retain hardworking and dedicated employees like Mr. Simon and have them offer more commitment and loyalty to the organization.

### **Team working**

The use of teamwork in an organization is a better tool for fostering quality production. Team-working enhances creativity and learning within an organization. Employees share different skills and experiences while learning new ones, leading to improved work conditions and relationships. When people work as a team, it also becomes easier to resolve conflicts and other issues within an organization (Griffin et al., 2001). Employees and managers will be willing to solve issues amicably and quickly, moving on to become productive. Furthermore, team-working promotes trust-building within organizations, as employees and managers learn to rely on each other and establish stronger organizational relationships.

### **Forcefield Analysis**

Another theory that that the company can apply to motivate Mr. Simon and his colleagues at work is by applying the Forcefield Analysis to identify the root cause of the problem and taking action that help mitigate the problem at hand (Heinert & Galindo-Gonzalez, 2020). The company can first brainstorm the possible internal and external factors that could work in terms of motivating Mr. Simon and his colleagues. Assessing the strengths and weaknesses of different solutions can help the company decide whether promoting Mr. Simon and motivating other workers would be the best process or not. Therefore, if promotion would have more advantages to the company and help it maintain most of its hardworking employees like Mr. Simon, then the company would consider that as the ultimate solution. Forcefield analysis would also help the company to increase the forces and factors that support the decisions and solution and decrease those factors that derail employee motivation.

## **Part 2**

### **Organizational Change**

The movement or shift of organizational operations from one state of affairs defines an organizational change (Tsoukas & Chia, 2002). Any change in the work environment requires that every organization operating within that environment adhere to such changes and respond by adjusting their operations. Usually, some organizational changes are met with resistance from employees and the organizational culture. Various organizational cultures and employees' reactions may influence change in an organization and all the means to promote such changes (Tsoukas & Chia, 2002). Therefore, organizations' management usually takes steps that enhance gradual changes and ensure that employee anxiety resulting from such changes is low. Such steps ensure that changes occur in a transformational manner and do not just happen drastically

such that employees and organizational culture grow resistant towards such changes.

Organizational change usually comes in different forms and may be planned for a long time before being executed (Tsoukas & Chia, 2002). Most institutions' changes are in organizational culture, management, structure, procedures, technology, and organizational policies. Such changes can quickly alter the organization's operating ways and usually involve abandoning the old ways of operating while gradually adopting the new ones.

In many cases, organizational changes come from responding to the working environment (Tsoukas & Chia, 2002). For example, as many workers grow old, their preference for benefits may change as they near retirement. Organizations must respond to such changes by formulating strategies of replacing the aging workforce with new ones. Such change can be described as a workplace demographic change. Also, some changes can be influenced by rapid technological changes. Technological changes motivate organizations to change their technological operations to keep them relevant and updated.

### **Role of Leadership in Directing Organizational Change**

Leadership is an important aspect of organization management. Leadership refers to the act of coordinating, controlling, directing, and motivating a group of individuals toward the achievement of a common goal. Therefore, leaders can identify how things can be improved and rallies people towards better goals and visions (Shin, 2015). Through the definition of leadership and the role of leaders, there is undeniable evidence that leadership plays a key role in organizational changes.

Leaders are responsible for setting the organization's goals and objectives. Therefore, leaders initiate the change process by identifying a gap or a need in their internal or external

processes. These gaps may be at present or in the future. To fulfill the need, the organization may develop a vision statement that may inspire change in an organization. Thus, leadership is responsible for initiating the idea of change in an organization (Tsai, 2012). They are also responsible for coming up with a strategic plan to ensure that their vision is accomplished.

Nevertheless, leaders ensure the formulation of the right strategies that enhance smooth transitions from the old operating systems to new ones (Shin, 2015). One of the leadership roles is to direct, therefore, leaders develop rules and policies to ensure the employees adhere to the new changes. It is also the responsibility of leaders to guide their employees throughout the transformation process. Furthermore, leaders also motivate employees to accept the changes proposed, especially if the changes are geared towards organizational development and better performance (Tsai, 2012). They ensure that employees are trained and aware of the organization's changes. The employees are informed of the impacts that the changes will create on their roles, operations, and the entire organization's performance.

Moreover, leaders create a conducive environment and atmosphere within their institutions to adopt the changes (Shin, 2015). Leaders have an in-depth understanding of the organization's culture. Therefore, they can identify challenges and issues facing their team members or employees when implementing changes. Since implementing organizational change seems challenging, understanding employees' issues will help simplify the implementation process. Good Leaders will ensure that the changes are effectively implemented, thus improving the efficiency of their control systems in an organization.

Leadership has control and influence over the employees. Therefore, effective leadership plays an important role in organizational change and performance. During organizational

changes, leaders oversee the real need for change, choose approaches to organizational change, implement organizational changes, and how the entire organization will cope with the changes (Tsai, 2012). Thus, leadership plays a key role in the process of organizational change.

### **Impact of Leadership Traits on Organizational Changes**

As discussed earlier, leadership plays a key role in organizational change. There are different leadership traits an individual or an organization can adopt to. Therefore, different leadership styles have various impacts on the changes that organizations experience. Researchers have argued that transformation and transactional leadership positively influence organizational change (Silva & Mendis, 2017). However, other leadership traits such as authoritarianism still have an impact on organizational changes. Authoritarian leadership is a leadership style in which the manager of an institution controls all the decision-making within the organization. Such type of leadership heavily depends on a high discipline level from the employees. During organizational changes, authoritarian leaders rarely consult the employees while formulating or implementing changes (Nanjundeswaraswamy, 2014). Employees are usually expected to implement the changes without question or objection. On the contrary, authoritarian leaders need to be considerate while formulating the changes, such that most, if not all employees would be delighted to implement them without any negative attitude or.

In transformational leadership, managers figure out what the employees within the organizations need and formulate ways of addressing such changes. Transformational leadership is based on morals, values, and ethics in the workplace. Imperatively, transformational leaders usually figure out the organization's changes and formulate such changes based on the organizational culture, values, ethics, and morals. Transformational leaders may consult

employees before making any changes, which is usually considerate of all the organizational values, culture, vision and missions (Nanjundeswaraswamy, 2014). In most cases, changes made using the transformational leadership approach are accepted easily by most employees, as the changes address the organization's values, which mostly favor the employees and their career progression

An organization with transactional leadership values a clear structure and order. Transactional leaders aim to motivate and direct their employees toward a change by creating a conducive environment for maximum employee performance and productivity (Silva & Mendis, 2017). The power of transactional leaders is derived from the formal responsibility and authority in an organization. Such leaders create a system of reward and punishment, giving their employees a free environment. Therefore, employees who resist change are punished, and employees who abide by the changes are rewarded. However, this leadership trait is only effective for short-term goals. In other words, this style of leadership does not enhance employees to be creative and innovative during the change process. In essence, each leadership style has a different impact on the organizational change process. Although transactional and transformational leadership appears to be similar. The two traits can be distinguished in that transactional leadership is responsive, and transformation leadership is proactive in its approach towards change.

### **Leadership Theories**

One outstanding leadership theory is the behavioral theory, which is mainly focused on the behavior aspects of leaders. According to behavioral theory, leaders' traits and characters can be copied by other employees since the leaders are not born successful but exist due to behaviors

that they learn from others (Dugan & Komives, 2011). Therefore, many employees would accept the changes brought about by organizational change and offer little resistance, based on how their leaders act. Learning to accept such changes for employees will be based on the traits and actions that leaders show regarding the changes and not necessarily on the impact brought by such changes.

Transformational leadership trait adopts the behavioral theory. Under this leadership style, leaders act as role models. Hence, they adopt certain behaviors or characters which influence the behavior of the individual employees. The developed character, in this case, is a positive attitude towards change. These characters are developed over time, resulting in changes in the organization's systems or operations. Changes in an organization result from changes in behaviors of the employees, which the leaders influence. In behavioral theory, the change process is gradual, and no force or authority is imposed on employees to abide by the organizational changes. Silva and Mendis (2017) state that it is possible to identify leaders who can influence their employees toward certain behaviors that would result from changing under the transformation traits.

Another well-known leadership theory is the contingency leadership theory. This theory focuses on the situational impacts of the leaders' failures or achievements (Dugan & Komives, 2011). Contingency leadership theory determines the effectiveness of a leader based on the leader's situational context. In terms of leadership styles, contingency leadership theory suggests that a leader may change the approach and leadership styles based on the situations within the organization. Regarding organizational changes, contingency may support a leader's choice to invoke changes within the organization given the situation at hand. In that case, employees are bound to accept and adopt the leader's changes because the underlying situations forced the

leader to formulate change strategies. Contingency theory best suits the transactional leadership trait, which is most effective for short-term changes. The leadership style aims to impose a reward and punishment system on individuals to ensure they do what is required. Therefore, this type of leadership applies the contingency approach in its application. Authoritarian trait also falls under contingency theory.

### **Limitations of Leadership Theories**

While leadership theories greatly impact organizations' operations, applying these theories in every aspect of the organization's operations may have some disadvantages. One limitation of these theories is that they eat up time away from performing required tasks. While leaders spend time implementing these theories to their employees and providing them with their preferred leadership approaches, they fail to take time to be productive in other leadership tasks that may equally be important to the organization (Dugan & Komives, 2011). For instance, the behavioral theory involves a learning process that may take more time. Employees or leaders are forced to identify a certain behavior that suits a certain situation. Sometimes in the process of identification, they may determine the wrong idea. Therefore, these errors and biasness may affect the efficiency and effectiveness of the changes in an organization (Ehrhart, 2015).

Correcting these errors may also take a lot of time, delaying the changes in an organization.

Secondly, the application of some leadership theories may cause increased conflicts in an organization. Considering organizations are made up of employees with different cultural practices and beliefs, applying such theories may foster a clash of different personalities within the organization. Not all employees would be content with the theories that leaders may employ in their leadership positions. Therefore, if the leaders fail to incorporate the right theories

acceptable to all employees, there is a high possibility that the ones they apply would create a clash within the organization, which may result in organizational resistance to change (Dugan & Komives, 2011). While employees would be spending time and clashing over leadership, operations within the organization would be hampered. These conflicts would increase the delay in the organizational changing process.

Thirdly, some of the theories have limited scope. Hence, they are not efficient to use in an organization. For instance, the behavioral theory is limited to employee behaviors (Clark & Harrison, 2018). Considering managing change in an organization is tough since a lot of resistance is likely to occur, thus controlling the behaviors of your employees will only yield minimum effort towards change. Therefore, leaders may be forced to consider influence and power to manage and control their employees throughout the change process (Ehrhart, 2015). In addition to limited scope, contingency theory is also limited to specific situations at a limited time. Therefore, leaders are likely to suffer from limited literature about overall changes. This makes it hard for leaders to manage the overall changes since their focus is based only on one thing. This is proof that this theory is not sufficient to initiate and control changes in an organization. Therefore, leaders may be forced to consider considering adopting another leadership theory to manage changes more efficiently.

## **Conclusion**

Organizations consider their employees as their major assets and usually ensure that they motivate them properly to ensure that organizational objectives are met in time. Employee attitude is important in defining the kind of feelings that employees have towards their work environment. Indeed, the kind of commitment that employees put in place at the workplace is

dependent on the kind of attitude they have towards their workplace. Therefore, most managers ensure that they do their best to motivate their employees in payment, promotion, incentives, and an efficient work environment to promote and enhance employee satisfaction. Satisfied employees put a lot of effort into work and can be retained for a long time by their employers. Therefore, proper leadership in organizations is essential for employee satisfaction. Stressing on the importance of good leadership in an organization, an organization must identify the best leadership style and traits to adapt and use its leadership to manage and control organizational change. Although leadership theories have positive impacts in managing organizational changes, they also have several implications limiting their applicability and efficiency in bringing about change. Some of the limitations include, limited scope, some theories long time to implement, and some theories may increase conflicts in an organization. These limitations cause to delay the organization process.

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