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MOTIVATION AND JOB SATISFACTION IN MILITARY ORGANIZATION

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Abstract:

Human factor is the most important resource every organization can have therefore it is necessary to work with motivated employees, or to be concerned about their level of job satisfaction because all processes inside an organization are the results of their work and satisfaction. Motivation includes the needs or expectations, behavior directed toward goals and the feedback on meeting the initial needs. Job satisfaction represents a set of feelings of varying positive or negative affect that a person has with respect to different aspects of his overall job situation. The purpose of this research is to investigate the interrelationship between the two behavioural constructs of job motivational potential level and job satisfaction among employee from military organizations and establish how motivation dimensions are related to job satisfaction fields.

Key words: motivation; job satisfaction; managers; employee; work; military organizations;

1. Introduction

Human factor is the most important resource every organization can have therefore it is very important to work with motivated employees, or to be concerned about their level of job satisfaction because all processes inside an organization are only the results of their work and satisfaction.

The main theme of this research is to identify the relationship between motivation and job satisfaction of defense employees. Measuring work motivation is considered to be the process of assessing employee motivation. The study of job satisfaction among defense employees is essential as a result of the intensification and diversification of intervention measures to optimize activity in this area. Determining the sources of job satisfaction of employees is useful in order to develop motivation systems for them.

Usually managers try to influence employee motivation using both positive and negative approaches but it is necessary to understand clearly the different techniques used to influence the motivation of people in today's workforce, and evaluate their pros and their cons in a honestly way. When workers are motivated by fear and manipulation, they don't work with pleasure and the things they do is looking to avoid losing their jobs. The results of trying to scare employees to perform also typically isn't an indicated procedure and will almost always be a reason of dispute inside the organization.

Job satisfaction includes a set of feelings of positive or negative affect that a person has with respect to different aspects of his job situation. These feelings are determined by factors in the individual and also by factors in the job environment

The level of job satisfaction of a person can be assessed in terms of overall satisfaction or satisfaction with elements of the work. Researchers discovered the general degree to which a



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group of workers is satisfied but however, they cannot tell what aspects of a job the workers like or dislike .

The military environment is a special one with all the features of a genuine social group, having its own traditions, cultural norms, a certain socio-economic statute and specific arrangements of weapons. The military regime is obviously different from the civilian life, with a specific environment.

Various research on motivation and organizational behavior were made and an impressive number of studies on job satisfaction or dissatisfaction are available nowadays.

2. Motivation

The term "motivation" explains the direction, energization and persistence of people's behavior. Generally, motivation includes the needs or expectations, behavior directed toward goals and the feedback on meeting the initial needs but there are many with the term can be defined. Motivation is defined in the Business Dictionary as „internal and external factors that stimulate desire and energy in people to be continually interested and committed to a job, role or subject or to make an effort to attain a goal”.[1]

There are many theoretical formulations developed to account for the direction and persistence of work-related behavior. Some focus on the content of motivation and try to specify factors in the individual, his environment, or his behavior as he interacts with his environment that influence motivational parameters governing his behavior. The research also attempt to answer the question: What is it that motivates people and how do environmental factors and individual needs determine behavior?

Motivation cannot be measured, and cannot easily be viewed but like quality, it is only understood when experienced. It also can produce the most monumental and unlikely human achievements to be consummated. The concept concerns the incentives which makes people act in a certain way. Companies with effective approaches to motivation seek to determinate the aims of individual employees with the broader goals of the business.

There were developed motivational theories, like those of Murray (1938), Maslow (1954) and Herzberg (1966), whose content state that there are classes of environmental stimuli, individual needs, or kinds of behaviors that have motivational properties. This explains why people behave in certain ways to approach some kinds of environmental stimuli and avoid others, satisfy their needs, and have an opportunity to perform consummatory behaviors. Motivation theories describe different ways of classifying these content factors and different explanations for their motivational properties.

2.1. Maslow's Need Hierarchy

Having an extensive clinical experience, Maslow proposed a hierarchy of five general need categories:

1. physiological needs: to eat, drink, breathe, rest, and being protected;
2. safety needs: to have security, protection, order, law, and freedom from fear, anxiety, and chaos;
3. belongingness and love needs: to belong to a group, to be accepted by others, and to give and receive friendship and love;
4. esteem needs: are those related to man's self-esteem like his needs for self-confidence, independence, competence, and knowledge and also to his reputation as needs for status, recognition, appreciation, and respect from his fellows. [2]



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5. self-actualization: needs related to the fact that "the individual is doing what he, individually,
Maslow suggests that these five kinds of needs presented in figure (1) are hierarchical: if the lower-order needs like physiological and safety are not satisfied, the higher-order needs, such as self-esteem and self-actualization, are less likely to motivate behavior.

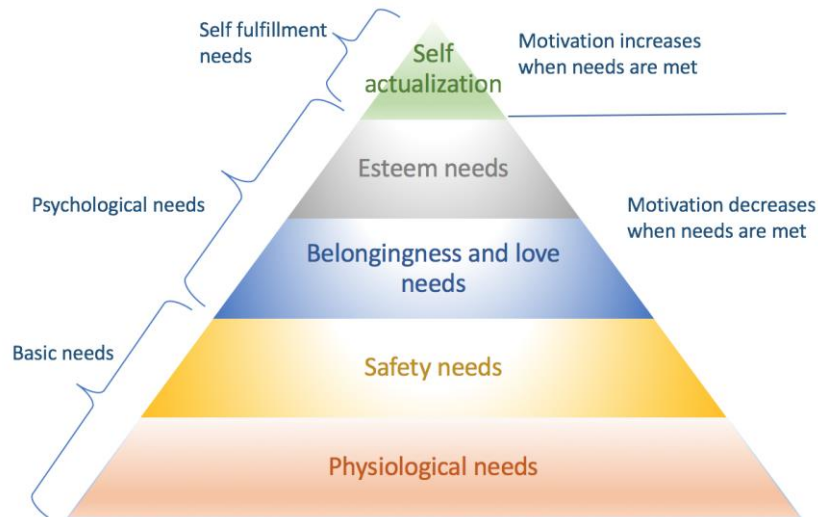


Fig. 1: Maslow' s Need Hierarchy

2.2. Herzberg's Two-Factor Theory

In his study about motivation Herzberg wrote a theory called "The Motivation to Work". This theory of motivation is known as a motivation-hygiene theory and it is based upon the notion that motivation can be split into hygiene factors and motivation factors as presented in figure (2). Herzberg proposed that in order to determine what motivates workers, one must discover what factors satisfy and dissatisfy them and by the end of the research asserted that these factors do not lead to higher levels of motivation but without them there is dissatisfaction

Herzberg and his colleagues, interviewed two hundred engineers and accountants representing a cross-section of Pittsburgh industry about job attitudes. They obtained information about moments when the engineers felt exceptionally good and exceptionally bad with their jobs. They asked about the causes of these feelings and their effect on job performance, personal relationships, and sense of well-being. Also, the interview tried to determine what brought these extremely positive or negative feelings back down to their "typical" levels. [3]



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Fig. 2: Herzberg's Two-Factor Theory

2.3. Vroom's Expectancy Theory

According to expectancy theory about motivation performing a behavior depends on expectancy that the behavior will lead to certain outcome like pay, recognition, feelings of growth and self-actualization, and on the valence or desirability of the outcomes.

The probability that a person will achieve a specified act or behavior is directly related to the amount of the products of valence times expectancy for all salient outcomes that person perceives as resulting from that act.

2.4. Equity Theory of Motivation

Developed by Adams, Equity Theory states that people are motivated to reduce feelings of inequity that results when they perceive their outcome/input ratios are different from the outcome/input ratios of others.

There are empirical evidence that when a person feels he is being underpaid compared to others, he changes his behavior to maximize outcomes. If an underpaid person is working in an hourly pay condition, he will most likely lower his output to reduce his feelings of inequity.

3. Job satisfaction

The term "job satisfaction" is frequently used in the context of formal organizations and generally refers to varying feelings of positive or negative affect that a person may have about different aspects of his job. The concept became popular in the 1930's.[4] Hoppock introduced the term of job satisfaction as a set of psychological, physiological and environmental circumstances that determine a person feeling satisfied with his job. Another definition states that job satisfaction is a positive feeling about one's job that results from an assessment of the job's characteristics. [5]

Job satisfaction has been empirically proven to be one of the most remarkable feature an organization looks after in order to boost its performance, productivity and achievement of strategic objectives.

There are a lot of different concepts of job satisfaction developed by different researchers because each employee has a distinctive feeling and response to his or her organization. It can be a challenge to measure and define job satisfaction because it's influenced



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through the employee’s attitude as well as ability to settle the required task, the communication in the organization and how the managers treats their employees.

According to Vroom, (1964) job satisfaction focuses on the role of the employee in the workplace, therefore, job satisfaction focuses on the part of individuals toward work roles that they are presently occupying. Some research show that job satisfaction is positively correlated with employee s motivation.

As discussed by Coomber and Bamball, employees with high job satisfaction will work in a healthier mood and they are ready to achieve more skills which can lead to promotion in their job performance and motivation. [6] This view is supported by Leroy, Anseel, Gardner and Sels, who state that employee positive with their job and high motivation, will have higher performance. [7]

Locke presents job satisfaction as “a pleasurable or positive emotional state”, which is “a function of the perceived relationship between what one wants from a job and what one perceives it is offering.” [8]

Job satisfaction plays an essential role in making an employee to achieve career goals and is equally as important for organisation that works in a team-based or in a workplace where employees work independently. The best and highly motivated performers of an organisation consistently obtain high quality work, maintain a high level of productivity and are able to pass over the obstacles or challenges. Helping all workers maintain a high level of job satisfaction can help keep them committed to working hard and contributing as much value as possible to the organization. Job satisfaction is influenced by environmental factors as it is presented in figure (3).



Fig.3: Factors influencing Job Satisfaction

In the area of supervision, the leader's consideration and the employee's opportunity to participate in decision-making are correlated with job satisfaction. The amount of pay and given opportunity for promotions are also related to worker satisfaction. Job satisfaction relates to the structure of the work group as well as to characteristics of the individual's co-workers. Another



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element which influences job satisfaction and which is currently receiving a great deal of research attention is the content of the work itself.

Although the major thrust of the theoretical and empirical research in the area of job-related satisfaction seems directed to understand what determines positive or negative feelings about an employee's job situation, another research seeks to specify the organizational consequences of job satisfaction. A negative effect of effort on job satisfaction is related to agency theory, but there is limited empirical evidence to support this assumption.

4. Relationship between motivation and job satisfaction

The concepts of motivation and job satisfaction are related, but they are not identically. The main approach of motivational concepts is to explain the direction, vigor, and persistence of behavior, to explain why people perform one behavior rather than another and why they perform a given behavior as persistently as they do. On the other hand, the main approach of job satisfaction concept is to explain feelings of varying positive or negative affect that people have toward aspects of their job situation, to explain why people have these feelings and how they are likely to express them in the context of the formal work organization.

People are motivated to perform some act with a certain level of vigor and persistence and they are satisfied with various aspects of their job situation. They also experience feelings of varying positive or negative affect when they think about their job situation. Since always people had a double attitude about work - on one hand they accepted it as a necessity in order to ensure their general needs, and on the other hand tried to fulfill the inner need for daily satisfaction and social affirmation.

Both satisfaction level and the relationship between satisfaction and motivation were investigated from two perspectives: one social and the other organizational. Although initially it was thought that motivation is the direct cause of job satisfaction, it was found that although satisfaction is linked to motivation, it is just one of its possible causes.[9]

Satisfaction refers to events that lead to a subjective feeling of relief and pleasure, which may be expressed or described by the individual who experiences it, but cannot be directly observed by another person. The satisfaction factor is a key element in helping people to feel good. However, this factor does not directly contribute to the changes in the external behavior of the particular individual.

5. Motivation and Job satisfaction in Military organization

The Army is an organization that creates certain types of behaviors, attitudes and own style of thinking. In this type of organization, members must live an extended period of time in isolation from family and society, in a different manner from usual life. Military organizations develops its own regulatory system, which is imposed to individuals, causing uniformization, suspension of the previous status and achieving a new one through the inclusion in the institution.

The way in which the specific activities of the defense organization are carried out is conditioned by various factors such as: the quality of the human factor, the state of the social system, the flexibility but also the creativity of the members of the organization.

According to studies, the human factor is the most important in terms of achievements and performance in the defense organization. Both development and self-development help the human factor to become the key to achieving goals and performance within the organization. The



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environmental conditions include tough working, imbalance in family life, occupational stress and low comparable pay, which are major factors that influence the military career. Not receiving the amount of salary as a corporate job is also a factor in getting more individuals in the army and this would have a detrimental effect on the war capabilities of the country as well weaken its military position.

The campaigns of attracting young people to the Army are not always helping and it is always a difficult task to get the best people to join. There is an obviously need to initiate suitable measures in order to enhance retention and utilization of the manpower.

In recent times due to varying reason officers have opted to move into the corporate world this being one of the manpower crisis factor.

In the current corporate environment there are a lot of shortcomings that organisations are facing, such as, skill shortage, talent crunch which are growing at an alarming rate. Every company is trying to improve their own innovative HR practices to attract the best talent and retain them by providing a friendly environment to be in. These practices help in attraction and makes employees feel good about the organisation and add value to it.

Management changes in the military system occur against the backdrop of a shift in management practice in the private sector. Traditional management practices had their roots in the industrial era that bloomed early in the twentieth century. These changes in management practice are responses to the changing demands faced by organizations during these periods. They also incorporate dramatic changes in psychological views regarding workers

People may not necessarily experience as much satisfaction when they actually have an outcome like promotion to a higher rank as they anticipated. A person might find, for instance, that being a sergeant is not as satisfying as he expected or that it is much better than he expected. In both case, the amount of satisfaction he feels on being promoted will likely impact his valence for his next promotion. Porter and Lawler developed a theoretical link when they suggested that a person's valence for a reward, is partially determined by how much satisfaction he felt when he had that reward before. [10]

Some studies show the importance of pay in relation to turnover, as well as to job satisfaction and employee motivation. [11] Ghosh, Satyawadi, Joshi and Sahdman suggest that commitment and goal clarity are the best predictors of turnover intentions or intentions to stay in the organization.[12]

Tett and Meyer found that job satisfaction and organizational commitment predicted turnover intentions, but that job satisfaction was a stronger predictor. [13] Several studies have demonstrated a negative correlation between job satisfaction and staff. [14]

Yang and Bartlett demonstrated that turnover intentions were reduced by organizational learning culture and job satisfaction. The main conclusion is that satisfied workers are less likely to leave the organization.[15]

Leaders and managers who serve within the organisation could help by motivating employees and help them grow within their positions and so job satisfaction could be augmented with incentives, feedback, rewards programs and ensuring that the workplace meets basic needs and requirements for each worker.



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6. Conclusions

People’s motivation to pursue a certain goal is determined by some situational stimuli, personal preferences, and the interaction of these two. The resultant motivational tendency is a complex of the various incentives associated with the activity, its outcome, and external consequences, each weighted according to the personal motive profile.

There are many influences on job satisfaction such as pay, supervision, rewards, benefits, nature of job, and relationships with co-workers and managers. A worker may be satisfied with some aspects of his job while being dissatisfied with other aspects. Job satisfaction highlights the particular occupation environment where employee perform their obligations and mirrors the most substantial parts of the work.

Some researchers who have studied the causes or determinants of job satisfaction analyzed the individual's needs, elements in his job environment, or his interactions with environment. If individual needs are analyzed, a set of needs are identified and fulfilled to varying degrees in different individuals.

The content of work including challenge, responsibility, autonomy, and tasks performed, is considered by many researchers to be one of the most important determinants of job satisfaction. Although many elements of work content are found to be related to job satisfaction, in some cases, worker characteristics seem to moderate the effects of these elements.

The purpose of motivation is to encourage and inspire employee to do their best work in achieving organizational goal. Nowadays there are different types of incentives which can also serve as employee motivation factors such as salary, trips, professional development courses and job security.

The role of managers is to make work a place where employees feel good about themselves so that when they come to work, they can’t turn off their human side, in other words, their human nature. Employees’ needs don’t change when they finish the daily activities and to get people to perform at high levels, managers must plug into their human side, or their human nature, affirm them, and help them meet their own needs.

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