

MOTIVATION AND SATISFACTION

Satisfaction (or dissatisfaction) with work is a subjective, derived conclusion based on a comparison of what the employee *receives* from working compared with what the person *expects, wants or thinks* he/she deserves. Satisfaction is influenced by a social frame of reference.

Motivation to work is usually indicated by sustained, goal-directed activities not easily interrupted by minor distractions. An employee lacking "motivation" usually (1) does not appear goal directed, (2) is not directly toward an organizationally valued goal, and/or (3) is not committed to the goal, is easily distracted and requires close supervision.

Relationship Between Satisfied and Motivated Employees

Satisfaction	
High	Low
<p style="text-align: center;">I</p> <p>Positive value for organization and employee</p>	<p style="text-align: center;">II</p> <p>Positive value for organization, negative value for employee</p>
<p style="text-align: center;">III</p> <p>Negative value for organization, positive value for employee</p>	<p style="text-align: center;">IV</p> <p>Negative value for organization and employee</p>

Quadrant I - Ideal situation for employer and employee. It occurs when the contributions the employee makes to the organization are valued and where the organization in return provides the employee with outcomes he or she wants, expects, or deserves.

Quadrant II - Employees are motivated to perform well but are dissatisfied with their work. There may be several reasons for this. The employee may need the job or money, both of which may be contingent upon good performance. On the other hand the employee may feel he or she deserves more job security or salary than the organization is willing to give. When an employee is performing well but is dissatisfied, one can expect some evidence of employee withdrawal--in the form of changing jobs, a drop-off in performance or evidence of apathy.

Quadrant III - Involves a low-performing employee who is satisfied with the job. Organization is fulfilling the employee's needs, thus he/she has little to complain about. Fulfillment of needs is not contingent upon an organizationally valued behavior. For example, an employee may be very happy working in a particular geographic location, and as long as geographic assignment is not made contingent upon job performance, there is no reason to expect that because this employee is satisfied with work that he or she will also be a higher performer.

Quadrant IV - A temporary scenario, usually. Either the employee will quit or the organization will terminate the individual. If neither side takes an action to change this situation organizational sabotage may result.