

## ***Effects of motivation and job satisfaction on the productivity***

***Seda Çelik TEKER***<sup>1</sup>

### **Abstract**

From enterprise point of view, motivation means the sum of the drivers in an organization, which lead the employees to start working and fulfilling their responsibilities within the company with desire. Job satisfaction can be defined as the positive mood of the employees as a result of their experiences gained during their work. With this article, we aim of to summarize the effects of the factors motivation and job satisfaction of the employees, which have significant effect on productivity. Additionally, through a research to the employees with different hierarchical managerial levels, it is examined how the expectation about these factors were and to which extend these have been realized.

***Keywords:*** *Productivity, motivation, job satisfaction*

### **INTRODUCTION**

There are several factors which have effect on the productivity of an enterprise. We can list the technological components of a company like machine, equipment, material, job determination which have technological inventions and structured elements, communication, decision making, status, role etc.

The company could have the best and modern machinery in order to reach significant levels of productivity. From location point of view, it could have been constructed in a very suitable location. The demand in the market among its products could be unexpectedly high.

---

<sup>1</sup> *Istanbul Aydın University, Industrial Engineering Department, Istanbul, Turkey, sedateker@aydin.edu.tr*

But although all these positive conditions are available, it could be the case that the company is not able to reach the targeted productivity level. Since all the components listed above cannot operate by them without a human factor and conduct productivity.

With the influence of the human factor in the company, the management issue became more complicated. The human is a complex entity who has volition and the behavior and reaction cannot be foreseen.

---

The members/employees of a company can increase or decrease with their own desire their productivity. That is why companies pay so much attention on motivation and job satisfaction since these are very important problems of the management.

The employees are not machines who operate when their power button is switched on. Therefore it is difficult duty for the managers to bring all these together where each of them has different feelings and ideas.

Each of the employees of a company has some desires and goals. Each individual shall think his desires and goals first and then it comes to the others desires and goals. With this respect,

in order to reach integration for the company goals, the company should be able to respond the employees expectations.

One of the duties of a successful company management is to respond its employees expectations and lead them to company goals through increase the level of their job satisfaction. If the members of the company/employees are not eager to fulfill their responsibilities within the company, productivity and efficiency can not be reached.

With our research, what we want to achieve through motivation and job satisfaction elements is, to find the factors which could trigger the desire to work more efficient and reach the highest appetite level of the employees with their work.

Building a system aiming the effective levels of job satisfaction and motivation will support the productive completion level of the duties at the work place.

In our article we have discussed what the expectations of the employees are, for what reasons they are working; their reactions in case of their expectations are not fulfilled and

ways to fulfill employee's expectations in order lead them to the company goals.

### **1. What is job satisfaction?**

During the working life of the employees at all levels, a series of experiences related to the business environment and business occurs. Certainly what they experience in this process will be what they faced, achieved and joy and sadness they had. They create an attitude towards their job or company as a result of what they know and sense. In this case it will be not wrong if we say that job satisfaction is the general structure of this attitude. Since the attitude of an employee will emerge in a positive or a negative way, job satisfaction in this context could be identified as "the positive mood of an employee as a result of work experience". No doubt, the negative attitude and approach to the work of the employees will create job dissatisfaction.

The employee is expecting to meet some specific needs and is waiting that the work and work environment appropriate to the personnel values. In other words, job satisfaction is the result of matching of the needs and values of the employee with the worth he is performing. As seen, job satisfaction has several definitions. However,

in this study we will define job satisfaction as satisfaction or dissatisfaction of an employee from his work. Naturally job satisfaction occurs if the expectations of the employee and characteristics of the work match (Davis, 1998).

Among the major influences which lead to job satisfaction or dissatisfaction we can mention salary increase possibility, management style and general harmony of the work with the employee and relationships with colleagues. People engaged in a particular business could be pleased with some of the characteristics listed in business or not. Ultimately if the general attitude of the employee is positive, there will be job satisfaction, otherwise the discussion will be about dissatisfaction (Erdoğan, 1996).

There are three important aspects of job satisfaction. These are (Luthans, 1995):

- a) Job satisfaction is a concept where emotional aspect is overriding since it cannot be seen and can only be felt.
- b) Job satisfaction can be described as to which extend outputs meet expectations.
- c) Job satisfaction, brings a lot of interrelated attitudes together. These are usually work, salary, promotion opportunities,

management style and relations with the colleagues.

### **1.1. Attitude in terms of job satisfaction**

Attitude is a concept that should be taken into consideration in a business environment. Depending on the attitude of the employees, behaviors can be important in terms of organization.

Attitude can also be defined as a continuous tendency of having special behavior and feelings against an object.

Attitude is a complex scientific process. It can be characterized in three ways. First, some things tend to be persistent unless you change them. Second, attitudes can match anywhere in an extended scale from much more preferred than no preference. Third, attitudes are shifted to some object about feelings and beliefs of the people. As mentioned earlier, the positive attitudes of people towards their work brings job satisfaction, if the attitude is negative it will cause job dissatisfaction.

### **1.2. Attitude components creating job satisfaction**

Attitudes can be divided into three main components: Emotional, cognitive and

behavioral. Emotional component covers the feeling of a person about an object - positive, neutral, negative and covers (Şimsek, 1995).

Cognitive component consists of the information and beliefs of an individual about an objects. It does not make sense whether this information is experimentally real or true.

Behavioral component includes the tendency of the attitude of a person to an object. Only the behavioral component of the attitude components can be observed directly.

### **1.3. Importance of job satisfaction**

Job satisfaction is a special kind of attitude. Information about the work and approaches related to the results of the work, conditions of work environment leads to form a series of attitudes towards his work. Job satisfaction is a special dimension of these attitudes.

Job satisfaction, in other words, positive attitude of the workers against their job results with some managerial and behavioral outcomes. Job satisfaction is one of the important factors of modern management. According to current management thinking and practice, a company's success does not only depend on variables like profitability, market share or taxes paid. It should be

measured after adding mainly the human dimension. First of all, job satisfaction is a social responsibility and moral necessity. Work is certainly a need for people. If an individual has to work or wants to work and spends a significant part of life in the workplace, so the employers should provide a rewarding work place or at least without troubles.

In most of the studies, it is observed that there is a close relationship between the mental and physical health of employees and job satisfaction. However, it is impossible to determine the direction of this causal relationship. It is clear that job satisfaction has some important consequences for both business and employees side. For the companies which are able to provide job satisfaction to the employees, it is not difficult to find new employees and create loyalty to the company. Just the opposite, for the organizations that cannot provide job satisfaction, it is difficult to find new employees and it could also cause negative union work. High levels of job satisfaction will contribute to employee happiness and decrease in job satisfaction will cause alienation into the business and accordingly apathy and disharmony. In addition, if there

are some researches that stand up for the idea that with increase of education levels the business expectations also increases and if enterprises do not respond to these, job dissatisfaction would be the source of major problems in the future (Erdogan, 1996).

## **2. What is motivation?**

To understand the behavior of individuals and impress them, we need to know their requirements. Requirements are the key to human behavior. By the creation of human behavior theories, the gravity is by examination of human needs. In order to understand the behavior of individuals, we need to know the requirements that lead them to this behavior.

The factors which lead the individuals to certain behaviors, impulse behavior, can be defined as motivation (Yalcin, 1988). In general sense, motivation is the force mobilizing individuals and providing a driving force to continue the initiated acts. In other words, motivation is actions of the individual with their desire and willingness to accomplish a specific purpose (Koçel, 1995).

Motivation, when examined in terms of organization, is all the power that enables the

members of organization to start working and fulfill the requirements of their work with good mood.

When there is a lack of something by the individual, a chain of cases will start. One will conduct, however, this behavior is any behavior. The organism, having a lack, will make a behavior toward a goal. To achieve the goal will satisfy the need. So motivation mechanism will be completed as follows (Dereli, 1981).

Requirements -----→ Behavior -----→ Goal

To understand human behavior and influence them we have to know their needs. Needs are the key is to understand human behavior. To understand human behavior, we need to investigate “impulse behavior” (motivation) which leads them to this behavior (Yalcin, 1988).

In an organization motivation brings move and vitality. In companies, the behavior of all people relies on a reason. Individuals are doing a job to satisfy their needs and desires. They try to find the most suitable job that satisfies their needs according to them (Baykal, 1982). Why do people behave in

certain ways? Why a manager leaves his office as soon as the official working time is finished, where another prefers even to work extra a few hours? Why some like to work alone with documents and figures for long hours, where the other cannot work regularly in his office and prefers to have a job with more contact with others? Even though some managers confirm every word of his chef, where some of them do not hesitate to criticize if necessary.

In response to all these questions we can state that everyone has its own unique personality. This difference shows us that the degree of satisfaction and motivation from certain and common needs of employees may differ (Dereli, 1981).

Individuals should get encouraged and tempted to work together. Because attitudes and behavior depend on the cause, motivation is a factor which is necessary for forming the start of this attitude. Motivation is a tool that managers use to conduct their employees towards the company objectives and to awake wish and desire to work. Although a company has high quality machines, instruments, apparatus, equipment, it will not help to ensure productivity unless people are not motivated to operate these (Baykal, 1982).

A company is a complete system which aims to achieve specific goals with the physical and human opportunities. For this purpose, work to be done is planned, organized and the ways to reach the goal is determined. Employees within an enterprise are expected to work in order to achieve those objectives. The details of targets, business policy, processes, job descriptions, recruitment and training should be determined in order to fulfill the planned and organized efforts. Mindset of people working in an organization is not limited to only work responsibilities and way of performing them. Employees are tend for the conduct of their cultural and social structure. Employees also want to saturate some of the social and cultural needs in addition to responsibilities for specific business tasks. To treat employees as people who apply specific instructions would be a missing opinion. Knowledge about variety of employee needs may establish balanced relations at certain points of business goals and the needs of people. Being engaged for achieving the goal of the company; cooperation and coordination of all employees has important role. Such a working environment can be established on the one hand trying to reach the planned destination of the company on the other hand considering the needs of the employees and

provided them within possibilities (Senatalar, 1978).

### **2.1. Motivation theories in terms of job satisfaction**

The initial motivation theory could take until 1910. Frederick W. Taylor's "Scientific Management" approach has also considered the incentive fee. Human relations approach has provided few to understanding of the basic elements of motivation, but did not take in to consideration that different individuals can be motivated by different things.

To review and discuss all of the motivation theories approach would exceed our goal. Therefore, we suffice to give the names of important theories of motivation. These are (Simsek, 1995);

- Maslow's hierarchy of needs
- Dual-factor theory of Herzberg
- Alderfer's ERG theory
- Expectations theory
- Equity theory
- Porter-Lawler model

### **3. Research**

In order to investigate the impact of job satisfaction and motivation on productivity, what we have studied theoretically above, we have performed a practice study. This practice has been carried out in the pharmaceutical company Aventis.

Hoechst, the mother company before merger to Aventis, was established in 1863 by two chemists and two traders in Germany. 142 years later, today, Aventis is represented in more than 120 countries and in 64 of them with production activities.

Main activities, till end of 1995, were pharmaceuticals, agricultural chemicals, synthetic fibers and yarn production, textile dyes and auxiliaries, paint industry chemicals, synthetic resins, plastics, pigments and master batch production, food additives, cosmetics, production of electrodes used in communication technology and steel industry. Later the company limited the activities by bordering pharmaceuticals, agricultural chemicals, synthetic resins, textile chemicals and food additives. In order to strengthen itself in the pharmaceutical industry, the company bought America's most powerful marketing company Marion Merrell Dow and

bought a French pharmaceutical company Roussel. December 1 1998, company name was changed to Hoechst Marion Roussel. In 1999, through the merger with France's leading pharmaceutical and prestigious drugs (cancer drugs, vaccines and serums) company Rhone Poulenc, the company continued its operations with the name Aventis.

#### **3.1. Research methodology**

In the selected company, the following survey about role of job satisfaction and motivation on productivity is performed with the method face-to-face.

Surveys were administered to a group selected from a sufficient number of people working in management and expert staff in the company. The expected impact on the motivation and job satisfaction of the issues in question should be answered as "very, quite, few" by the respondents. Besides, the realization of the effect on increasing/decreasing productivity is also tried to measure with scale "very, quite and few".

The questionnaire was evaluated by each question. Accordingly, the resulting situation



is shown below in two separate tables for managers and experts.

If we take as an example the first question, the questionnaire was evaluated as follows. The answers to the question "What kind of an impact has meeting in luxury places on job satisfaction and motivation?" were both for managers and experts resulted as little impact. According to the results from the managers, 80% expect that meeting in luxury places has little effect on productivity, while the expectation of 20% is "quite". The rate in

terms of realization is, for 60% of managers "few" and 40% "quite".

Referring to experts the situation is not much different. In such a case, the expectation levels are 7% "very", despite 33% "quite" and 60% "few" is. When looking at the realization rate, for 7%, it is "quite" and for 93% "few".

Applying this method fifty (50) questions were analyzed and the following tables were obtained.

*Effects of motivation and job satisfaction on the productivity*

Dear Participant								
We kindly ask you to evaluate the below given cases on generating or not, job satisfaction and motivation also effects of these on productivity.								
Please give in the first part your level of expectation about the case described and then realization level of the case in your recent work life.								
Thanks in advance for your inputs								
			Expectation		Realization			
EXPERTS			Very	Quite	Few	Very	Quite	Few
1	What kind of an impact has meeting in luxury places on job satisfaction and motivation?		7	33	60		7	93
2	Does having the responsibility of taking any risks motivate you?		13	74	13		47	53
3	What do you think about that your opinion is taken before decisions?		53	47		6	47	47
4	Is a work place where career opportunities can be achieved with performance motivating?		73	20	7		47	53
5	Does it motivates you, that your effort and outputs are followed carefully?		73	27			47	53
6	Will your job satisfaction increase with having initiative, responsibility and authority?		47	53		7	60	33
7	How will the intention to training effect you?		53	47			27	73
8	Does it motivates you having a lot vacation days?		13	67	20	14	53	33
9	Does working hours effect the interest towards the work?		60	40		27	60	13
10	What is your opinion about the motivational efforts in your company?		80	20		7	20	73
11	Do you expect a positive social environment at work?		53	47			47	53
12	Do you expect a positive physical environment at work?		47	47	6	14	33	53
13	Is being a part of a company which trusts its employees important?		60	40		6	27	67
14	Is being a part of a company important?		47	47	6	7	53	40
15	Is being appreciated with the effort important?		67	33		6	27	67
16	Is it important that there are some promotinal possibilities available?		60	40			20	80
17	Is it important working in a sincere atmosphere?		40	60		14	53	33
18	Is having social possibilities motivating?		47	53				100
19	Is it motivating having good relations with the colleagues?		40	60		40	47	13
20	Is it important being respected in the work eniranment?		53	47		7	86	7
21	Is it important that the company pays attention to the employees?		60	40			60	40
22	Is it motivating having the possibility to use vacation days?		27	67	6		67	33
23	Is it important working in an environment where you can use and increase your capabilities?		60	40			47	53
24	Is it motivating to be in a competitive workplace?		20	67	13		67	33
25	Is it important to have international business contacts?		53	40	7	14	33	53
26	Does it create job satisfaction having technological capabilities by business?		60	40		13	54	33
27	Does it ensure motivation having self-development opportunities?		67	33		7	40	53
28	Is it important being in an active, enjoyable and changing business environment?		67	33		13	20	67
29	Does recognition of the opportunity to make a career matter?		60	33	7	13	20	67
30	Working in an institution open to innovation important?			60	40		33	67
31	Is it motivating having permission using vacations when needed?		47	53		20	60	20
32	Is a high salary important?		53	47			33	67
33	Is bonuses important?		40	60			73	27
34	Does it motivate you to have the social security rights?		40	60			53	47
35	Does it support the motivation to be in a peaceful work environment?		60	40		7	73	20
36	Is job security motivating?		60	40		13	60	27
37	Is having an environment where employees explain their ideas freely important?		80	20		13	40	47
38	What is your opinion on granting the efforts completely?		67	27	6		33	67
39	What is your opinion facing not harmful criticism about work-related issues?		60	40			53	47
40	Is it important for employees helping themselves?		20	60	20	14	73	13
41	Does the fact business trip create job satisfaction?		27	53	20	7	20	73
42	Is it important to do a job that matches the personality of the employee?		60	40		7	53	40
43	What is your opinion on the non-restriction of the freedom of workers at work?		60	40		6	47	47
44	Is the careful selection of elements at work important?		73	27			47	53
45	Is it important to work with a fair promotion system?		67	33			53	47
46	Is it important having equality in the workplace?		60	33	7	6	47	47
47	The lack of clarity in the workplace important?		67	33			27	73
48	What is your opinion about ensuring job satisfaction?		53	47		6	27	67
49	Is it important to work with a good manager?		60	40		20	40	40
50	What is your expectation about having a relaxed atmosphere on manager-employee relations?		47	53		13	60	27

### **Conclusions and Recommendations**

The situation of human factors changed significantly across other production factors, especially technological tools. Once upon a time, people were perceived as a simple production input and perception was that he has to do the job given to him. In business today, taking over economic and financial aspects and neglect social and psychological aspects has become an outdated way of thinking. Today, employees in environments that meet their physical and spiritual needs and let them work in peace and with willing, play an important role in the success of the businesses. Therefore research studies are performed, considering the employees' expectations, how to motivate and force employees to work with good morale. Since employees performance or business accomplishment depends on motivation and job satisfaction factor with effects his ability and increase of enthusiasm.

Since human behavior, feelings, tastes, providing satisfaction impacts the efficiency of the business, managers grasped the importance of psychological factor and consideration of psychological factors to ultimately the success of the company has become a necessity. Indeed, using the tools

effectively to motivate employees and improve job satisfaction increases efficiency in business. An effective motivation system enables to eliminate alienation, disgust, being angry, sulk, apathy and aggressive behaviors. Low morale in terms of business manifests itself with the resistance of workers, industrial conflict, strike, absences and increase in accidents. Providing high morale enables employees' engagement and business-employee integration.

Each type of regular economic effort in labor costs constitutes a significant portion of the total cost. Keep it to a minimum level does not mean with lower wages, instead careful use of energy from adequate paid employees and so ensuring an eager and effective operation in the right direction. It has been proved that even paying higher than the current situation labor costs can be lower.

The managers who assess employees complete physically, intellectually and emotionally structures should get acquainted with the work objectives of employees first and then they get the chance to evaluate the behavior in order to acquire useful employees for the businesses.

In the history, some business owners and managers forgot the reality that the purpose of production is serving human goals and had fallen into the mistake of seeing production as the goal itself. However, the important facts we need to know is that people are not created for working in the companies, but the company is that created by the people and for the people. If companies businesses policy is “win people” instead "make money" that will bring long-term success.

The physical presence of a human, labor and time can be purchased, but his creativity, initiative, loyalty, physically, intellectually and spiritually dedication to the organization cannot be bought with money. These can be obtained with existence of good motivation in the organization and implementation of it. The most effective way to manage it in terms of achieving a balance between business-employee sides is to know the companies goal as well as to know the purpose of their employees. For this reason, first, the motives of the employees to work and the requirements which they originate should be examined and then achieve some certain findings. No matter what the hierarchy of the employee is, if managers want to increase the performance of employees and bring their

employees efforts into line with the business objectives, if they want to bring it into line with the business objectives; they must pay necessary attention to motivation. For that reason, company should consider the changes in the characteristics of human nature and in each single change, relationship between employees should be examined.

In companies, an effective motivation system that enables both employees themselves and the business should be established. By this situation the major responsibility is by the owner of the company and the managers. These responsible should improve enhancing management policies and create measures for that. With these improvements, the human element among other factors can reach the most important level.

## **REFERENCES**

- [1] Baykal B., (1982), *Yönetim ve Beşeri İlişkiler*, Yapı ve Kredi Bankası Eğitim Yayınları, İstanbul, s. 39
- [2] Davis K., (1988), *İşletmelerde İnsan Davranışı*, Yön Ajans, İstanbul, s. 96
- [1]
- [3] Dereli T., (1981), *Organizasyonlarda Davranış*, Ar Yayın Dağıtım, İstanbul, s. 87

- [4] Erdođan İ., (1996), *İşletme Yönetiminde Örgütsel Davranış*, Avcıol Basım-Yayın, İstanbul, s. 231-232, s. 245-246
- [5] Koçer T., (1995), *İşletme Yöneticiliđi*, İstanbul Üniversitesi Yayınları, İstanbul, s.382
- [6] Luthans F., (1995), *Organizational Behaviour*, McGraw-Hill Inc., İstanbul, s.126
- [7] Şenatalar F., (1978), *Personel Yönetimi ve Beşeri İlişkiler*, İstanbul Üniversitesi Kitabevi, İstanbul, s. 277-278
- [8] Şimşek L., (1995), *Verimlilik Dergisi*, Sayı2, s. 91 - 108
- [9] Yalçın S., (1988), *Personel Yönetimi*, 3. Baskı, İşletme Fakültesi Yayınları, İstanbul, s. 203-204