Motivation in the Workforce

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Abstract

This paper provides an examination on the theories and research behind motivation, and how historical events have influenced motivational theorists in their approach to motivation. Following, the current problem of Quiet Quitting and the Great Resignation and effective strategies to alleviate this problem. The aim in writing this paper is to present the foundations of motivational theories and how organizations have evolved to effectively target employee motivation. Throughout the paper we see a parallel in the works of psychologists and management theorists, illuminating the importance of interdisciplinary studies to tackle employee motivation. Chapter 1 deals with the historical motivational theories and follows on to highlight major historical events during the 19th and 20th century that have shaped motivational theorists in their creation of ideas and approach to employee motivation. Additionally, delves deeper into well-known motivational theorists, explaining the essence of their theories and their influence in the workplace. Chapter 2 introduces the research and theories behind motivation. The theories examined are the most popular and influential in the workplace and provide further insight into why people behave and what motivates them. With research and theories, organizations can recognize and target the most effective way to achieve maximum motivation and business success. Chapter 3 deals with the rising problem of quit quitting in organizations and the great resignation over the last decade. This problem has been particularly prominent over the last couple of years exemplified through COVID-19. Organizations must recognize the issue and implement strategies to combat the negative consequences.

Keywords: Motivation, theories, historical events, quiet quitting, great resignation, workplace

Chapter 1

The Evolution of How Organizations Approach Motivation in the Work Force

Motivational theories have evolved to place increased focus on the employees achieving their personal needs and wants as a human, rather than focusing on the outcome and completion of tasks. The evolution of motivational theories has advanced extensively over the decades and the influence of historical events such as World Wars, the industrial revolution and human relations movement in the 20th century is evident in the works of motivational theorists with their approach to employee motivation. Historically, there were three theoretical approaches that explained why outcomes are valued and the primary forces behind motivation (Edward, 1994). Hedonism dates back to BCE with Greek Philosopher Aristippus (Heathwood, 2013), instinct Theory dominated by English Psychologist William McDougall (Edward, 1994) and drive theory studied by American Behaviorist Psychologist; Clark Hull. For adequate analysis of motivation in the organization, the theories must be clearly defined and distinguished (Young, 1952), therefore these theories died of its own weight as there was no real empirically content and untestable (Edward, 1994). With the major historical events shaping popular motivational theorists such as; American mechanical engineer; Federick, TaylorAmerican Psychologist; Abraham Maslow, Australian psychologist; Elton Mayo and lastly American Management Professor and psychologist; Douglas McGregor, we see the transition of the approach of employee motivation. The purpose of this paper is to examine the evolution of motivational theories and the role of historical events in shaping these theorists' ideas about organizational motivation.

Historical Approaches to Motivation in work organizations

Prior to the 1940's three theoretical approaches to explaining why outcomes are values dominated the thinking in psychology (Edward, 1994).

Hedonism

The first theory was <u>hedonism</u>; the origins of most contemporary conceptions of motivation can be traced to the principle of hedonism as a principle driving force in behavior (Steers et al., 2004). Aristippus was a Greek philosopher in the late 5th century (BCE) and the first to examine hedonism (Heathwood, 2013). Moreover, it is the central assumption that behavior is directed towards outcomes that provide pleasure and away from those that produce pain (Edward, 1994). During this time, the Greek Philosophers believed hedonism is the principle driving force of behavior (Steers et al., 2004). They believed in every situation people select from alternative possibilities the course of action which they think will maximize their pleasure and minimize their pain (Vsroom, 1932/1964). However, in the seventeenth and eighteenth centuries philosophers such as Locke, Bentham, Mill and Helvetius further developed this principle of hedonism (Stanford Encyclopedia, 2004). This doctrine presented many problems for those who saw in it the foundation for a theory of behavior as there was no specification of the type of events which were pleasurable or painful and how these events could be determined. Resulting in "the hedonism assumption having no empirical context and being untestable" (Steers et al., 2004). As a result, some of the circulatory of hedonism has been overcome by the development of more precisely stated models and by the linking of the concepts in these models to empirically observable events (Vsroom, 1932/1964).

Instinct Theory

As behavioral scientists began searching for more empirically based models to explain motivation, instinct theory was proposed. Instinct theory was brought to attention by Charles Darwin in On The *Origin of Specie*s in 1859 explaining the possibility that much of human and animal behavior may be determined by instincts (Darwin, 1859/2008). This instinct theory poses that people are motivated to behave in certain ways because they are evolutionarily programmed to do so (Ibrahim, 2014). William James, Sigmund Freud and William McDougall developed instinct doctrine as an important thought of instincts as mechanical and automatic rather than conscious motivators of behavior (Edward, 1994). The English born social psychologists; William McDougall developed the most comprehensive taxonomy of instincts, believing they are purposive, inherited, goal seeking tendencies (McDougall, 2000). However, instinct theory died of its own weight as more and more instincts were stated, psychologists began to question the explanatory usefulness of the approach (Edward, 1994). As instincts cannot be readily observed or scientifically proven and fails to explain all behaviors.

Drive Theory

As a reaction to instinct theory and hedonism, the development of drive theory was established. Psychologists such as Thorndike, Woodworth, and Hull were drive theorists, introducing the concept of learning in motivated behavior and suggested that decisions concerning present or future behaviors are largely influenced by the consequences of rewards associated with the past behavior (Steers et al., 2004). It is in the tradition of hedonism, but is more closely tied to empirical events and therefore testable (Edward, 1994). Clark Hull was a behaviorist and assumed that all behavior is motivated by either primary or secondary drives. In his theory he provides a clear-cut answer to the question of what objects or outcomes have value – that is, objects or outcomes that either reduce primary, biologically based drives or have been

related to outcomes that do (Edward, 1994). Overall, hedonism and instinct theory do not make scientifically testable predictions of what outcomes people will seek and drive theory represents an attempt to develop a theory that does make testable predictions. Illustrating the reason for these theories being unsuccessful and insignificant for organizations to use in order to increase employee motivation.

Major historical events that influenced popular motivational theorists

Through examining the most important historical events such as industrial revolution, world wars and a rise in the human relations movement, it enlightens our understanding on the importance of history in how it shapes the ideas of motivational theorists.

Industrial Revolution

The industrial revolution was a major historical event during the 19th and 20th century, categorized by a shift to capital intensive production, rapid growth in productivity, the creation of large corporate hierarchies, overcapacity, and closure of facilities (Jenson, 1993). This shift from agriculture and handicrafts into economies based on large scale industry, mechanized manufacturing, and the factory system, forced a change in the way employees performed their work and ultimately altered the way organizations operate (Keremitsis, 1984). Organizations believed that "the most obvious ways in which productivity might have increased in domestic industry was by the adoption of more efficient hand tools, or by the imposition of a stricter work discipline" (Hopkins, 1982, p.56). This illustrates organizations' strict enforcement to target efficiency and their approach to treat employees like machines rather than people to reach this productivity. Moreover, the industrial engineer Federick Taylor laid out the Principles of Scientific Management (1911), influenced by the distinctive industrial type of the economic growth and shaped by a political environment of an industrial economy (Grachev & Rakitsky,

2013). With the foundations of Taylor's work, introduced the bureaucratic style of management to increase the work efficiency and reduce the exploitation of employees in the industries (Gulzar, 2015). It's important to acknowledge that employee motivation and psychological dimension at work was recognized during the industrial revolution, illustrated in a part of Taylor's Principle of Scientific Management, discussing the importance of studying the motives which influence men (Taylor, 1911). However, in this era employee motivation was categorized by wages and salaries, thus providing money incentives to increase productivity and employee motivation (Locke, 1982). In 1946, managers ranked 'good wages' as the top job reward to motivate employees, however, employees themselves ranked 'appreciation of work done' as the top job reward (Kovach, 1987). This illustrates the organizations belief that money incentives is the only way to increase productivity and employee motivation

World Wars

In the decades before the war, despite significant advancements of the industrial revolution, organizations had struggled to create effective motivational strategies because they lacked a unifying idea, exemplified above when managers and employees responded differently to what motivates them the most (David, 2020). World War I created the urgency and importance of staffing, resulting in high demands of hiring an efficient and effective workforce, however no recognition of motivation. The organization's focus was purely on job analysis, mental tests of intelligence and the criterion. However, the effects of World War II assisted the widening of democracy in social, political and economic terms as well as opened ways for the coming of participative and democratic management styles (Koronváry & Horváth, 2008). This was also assisted during World War II, human relations research was attempting to boost morale by

approaching the factory as a 'social system'(David, 2020), therefore further emphasizing

organizations to transition into a democratic management style.

Human Relations Movement

A change in organizations' approach to employee motivation was enlightened during the 20th

century, with a rise in the Human Relations Movement. The human relations movement is the

study of people within organizations, and how they relate to their internal and external

environments (Kennedy et al., 2007). The movement arose as a reaction to the earlier approaches

of Frederick Taylor's Scientific Management, with their individuality and over rational emphasis,

and their tendency to explain the behavior of workers as a response to the environment defined

largely in material terms (McKenna, 2012, pg, 12). Elton Mayo was an Australian Psychologist

and a social scientist from Harvard University who was a pioneer for the human relations

movement (Burawoy, 1979). The writings of Elton Mayo and his followers in the human

relations movement, sparked a large amount of research carried out on the influence of the social

environment on the behavior of workers. (Vsroom, 1932/1964). Mayo's series of investigations

conducted at the Hawthorne works of the Western Electric Company in Chicago, between 1927

and 1932 (McKenna, 2012), outlined the importance to acknowledge work behavior and attitudes

of a variety of physical, economic and social variables (Carey, 1967). Moreover, as the human

relations movement grew, organizations continued to see the need to provide their employees

with these "proper conditions" that would support growth and responsibility in their workforce

(Carson, 2005). These 'proper conditions' relate to Maslow's Hierarchy of needs, where

employees are motivated by the desire to achieve or maintain the various conditions upon which

these basic satisfactions rest and by certain more intellectual desires (Davis & Newstrom, 1989).

The human relations movement led to organizations altering their approach to employee

motivation by placing an emphasis on relationship building, organizational support, and strengthening of employee-firm commitment. (Vsroom, 1932/1964). Evidently, through these historical events we see a strengthened link between management and psychology working in parallel to achieve employee motivation and the approaches organizations implement to create success.

Rise in influential motivational theories

Examining the historical events paints a picture of the background context in how these theorists' ideas were shaped and influenced.

Frederick Taylor's Principles of Scientific Management

Prior to WWI, several new models of work motivation evolved. Industrial engineer Federick Taylor published the Principle of Scientific Management, which laid out his ground rules for efficient industrial organization (Freeman, 1992). Taylor believed that wages and salary are the most important motivators for workers emphasized in his statement that "non-incentive wage system encourages low productivity" (Taylor, 1911, p.92). Edward Cadbury (1914) review of Taylor's Principles of Scientific Management provides an insight into Taylor's influence in the 20th century and the significance of his work by illustrating how organizations have applied Taylor's principles and avoided some of its dangers. Cadbury's examination of Taylors point in regards to wages as an incentive, emphasizes the effectiveness of increased production will result in higher wages being paid, and if this is not done then employees will leave and go to another factory to get paid higher wages. However, he goes on to critique that "when all factories adopt this method, and all workmen are trained in the new way, the monopoly value will have disappeared and the laborer will no longer be able to enforce higher

wages" to target employee motivation (Cadbury, 1914, p.103). With this being said, the

effectiveness of Taylor's Principles of Scientific Management would only be noticeable so long

as only a few firms have this system. Thus, provides evidence for the movement away from this

approach to employee motivation as it is not sustainable and effective. Evidently, Taylor's theory

was used by organizations during the industrial revolution, however it lacked popularity during

the late 20th century as the focus on employee motivation shifted to a humanistic approach,

resulting in a decline and lack of popularity.

Maslow's Hierarchy of Needs

In the WWII period, there is a move to focus beyond income needs of employees,

Maslow's 1943 hierarchy of needs theory proposes that as individuals develop, they work their

way up a hierarchy based on the fulfillment of a series of prioritized needs, including

physiological, safety and security, belongingness, esteem, and self-actualization (Maslow, 1943).

Abraham Maslow is an American psychologist and one of the founders of humanistic

psychology (Hoffman, 1998). Maslow was part of the Humanistic movement in psychology, also

known as the 3rd force that rejected behaviorism and psychoanalysis regarding human

motivation (Smith, 1990). According to Maslow's Theory, needs at the bottom of the list must be

fulfilled before motivation can be derived from the needs at the top of the hierarchy (Gordan,

2004). Maslow's hierarchy of needs theory is one of the most influential motivational theories in

management and organizational behavior (Acevedo, 2015). Moreover, this theory is still highly

relevant and important in organizations today, businesses using practical application of the

hierarchy of needs theory, achieve higher levels of employee motivation (Lopez, 2013).

Elton Mayo Hawthorne Studies

Elton Mayo, an Australian organizational theorist, was influential in the growth in the human relations movement in the 20th century (Vsroom, 1932/1964). Mayo (1930, p176) stated that "it is urgently necessary that industry should give as much attention to human as it has to material inquiry", adding on to Maslow's theory. Mayo's ideas have stimulated both social science research and factory management and the influence of his work has been greatest in the promotion of a sociological and anthropological approach to industrial management (Bendix & Fisher, 1949). Mayo was widely recognized through his works in the Hawthorne experiments (Smith, 1998). From 1924 to 1933, the Western Electric Company conducted at its Hawthorne Works a research program or series of experiments on the factors in the work situation which affect the morale and productive efficiency of workers (Davis & Newstrom, 1989). They conducted two main experiments; illumination and the test room which introduced specific psychological and social variables that may affect the employees motivation and productivity (Bendix & Wickstrom, 2000). The experiment's findings outlined that a change in working conditions would result in a change in production and Mayo recognized the strong correlation between the work environment and employee motivation (Davis & Newstrom, 1989). Mayo's contribution to industrial sociology provided a new and different way of looking at motivation and productivity, changing the nature of management-labor relations (Hanna, 2021). The role of group dynamics and the need to view employees as complex beings with multiple motivational influences were recognised as powerful influences on performances (Steers et al., 2004). There's an evident parallel between management and psychology in Mayos work, with the interchanging influence they contribute to each other.

McGregor Theory X and Theory Y

Douglas McGregor was an American psychologist and management professor (Edgar, 2011) who published <u>1957 '*The Human Side of Enterprise*'</u>, proposing two motivational theories: Theory X placed exclusive reliance upon external control of human behavior, whereas Theory Y relied heavily on self-control and self-direction (McGregor, 1957/2000). McGregor later built on Mayo's findings that a Theory Y person found in an academic setting that the managerial style resulting from this set of assumptions was ideally suited to what an academic environment needed (Schein, 2011). Additionally, McGregor's Theory Y correlates to Maslow's self-actualization level of motivation, based on the assumption that self direction, self-control and maturity controls employee motivation (Pardee, 1990). Contributing to the parallel of work from management theorists and psychologists towards the approach of employee motivation. McGregor (1960) effectively targets employee motivation at another angle compared to the other theorist by acknowledging that "the average human being for creativity, for growth, for collaboration, for productivity are far greater than we yet have recognized". Therefore, proposes that management has conceived of a range of possibilities between two extremes; being an individual categorized by Theory X or Theory Y (Davis & Newstrom, 1989) and thus, managerial behavior is a direct reflection of the manager's assumptions about human nature (Edgar, 2011). During the mid-20th century, his work was highly influential in providing "intellectual nourishment to design and implement a values-based, vision-driven philosophy of governance that was appropriate for the circumstances" (O'Brien, 2000, p.7). Moreover, McGregor's work influenced current business leaders in shaping their ideas and approach to employee motivation (Wilson, 2000, p.14). McGregor's significance was in applying a better understanding of how people behave in the business world (Heil et al., 2000).

Conclusions

To conclude, there is an evident parallel between the works of psychologists and management theorists in their approach to employee motivation and their integrating influence on each other. Illustrated in the influence of psychologist Maslow needs theory in the works of management theorists McGregor Theory Y explained above. Moreover, this interdisciplinary relationship between psychology and management is continually illustrated throughout the paper, evident through American Psychologist Maslow's Hierarchy of needs theory, which is a staple in management, organizational behavior, marketing and other business courses (Acevedo, 2015). Research illustrates the demanding influence of historical events on theorists during that time and its relevance in their formation of ideas and approach to employee motivation. Workers no longer were believed to be motivated solely by wages, and managers came to recognize that antagonistic labor relations practices could have detrimental long-term effects on productivity (Hanna, 2021). Consequently, an ever-changing world, requires that organizations adapt their approach to motivation by ensuring they are responding to the external world and maintaining a high focus on employee's well-being and satisfaction at work. Overall, the study of psychology provides valuable knowledge and insights that help us to understand the behavior of people in business organization and settings, and ultimately increase employee motivation (McKenna, 2012).

Theory And Research Behind Motivation

Motivation is a theoretical concept utilized to clarify human behavior; the motive for human beings to react and fulfill their needs and maintain goal-oriented behaviors (Gopalan, 2017). Without employee motivation, the company's experience reduced productivity, lower levels of output and it's likely that the company will fall short of reaching important goals too. Furthermore, organizations operating without any purpose of motivation result in depression, turnover and burnout which can disrupt the success of organizations (Badubi, 2017). Consequently, it is of significant importance to complete current research in motivation as it is vital for organizations to understand and alter their strategies approaching motivation in order to achieve maximum productivity and potential of the employees. Moreover, motivation is the key to an organization's success and is relevant to everyone in society, therefore by completing research in relation to how organizations can maximize employee motivation, can significantly help organizations learn and attack employee motivation in the most effective and productive way to achieve business success. The three main motivational theories in this literature review are Maslow's Hierarchy of Needs, McClelland's Needs and Herzberg's motivator-hygiene theory. They play a large role in achieving this motivation in conjunction with recognition, appreciation, and job satisfaction as key employee variables that must be conducted. These theories will outline how organizations can extract employee motivation and cultivate a highly productive and successful environment.

Maslow's Hierarchy of Needs

A commonly known and influential workplace motivation theory is the **Maslow's Hierarchy of Needs** (1943) by Abraham Maslow. This theory emphasizes that humans are motivated to satisfy five basic needs which are arranged in a hierarchy. Maslow identified five

categories of human needs that dictate an individual's behavior in a hierarchical order: physiological, safety, social, self-esteem, and self-actualization (Gambrel & Cianci, 2003). As individuals develop, they work their way up a hierarchy based on the fulfillment of a series of prioritized needs, including belongingness, esteem, and self- actualization (Maslow, 1943).

Moreover, this theory fulfilled a higher psychological need and the idea to study and cultivate motivation, which significantly advanced organizations' approach to motivation and how to treat employees to achieve success (Lussier, 2019). Furthermore, Maslow's theory has made valuable contributions in drawing attention to lower order needs which may be neglected in some organizations, and in the absence of satisfaction of these needs, the higher order needs may not be operative in the organization (Pareek, 1974). With Maslow's hierarchy of needs, organizations must be constantly looking to achieve these needs for employees or reach the higher elements of the hierarchy, such as self-actualization. Therefore, it's critical for managers to be aware that their employees may all be operating at different levels of needs and take this into consideration in their style of management (Elizabeth, 2009). In this instance, organizations may need to look at various approaches other than traditional benefits e.g. flexible working to offer staff greater work-life balance or training and development opportunities (Taylor, 2006). Research states that managers who use these strategies are generally viewed to be more favorable, considerate, supportive, and interested in their employees' welfare (Ramlall, 2004). However, the theory has yet to be tested empirically in social work management practice, thus moving into more contemporary motivational theories such as McClelland's Need theory and Herzberg's theory (Elizabeth, 2009).

McClelland's Needs Theory

In addition, **McClelland's Needs Theory** moved away from the concept of a hierarchy and focused instead on the motivational effectiveness of a range of individual and clearly defined needs e.g., achievement, affiliation, power, and autonomy (Harrell & Stahl, 1981). Adding on, McClelland mostly emphasized his model on the needs for achievement and power which offered researchers a set of clearly defined needs as they related to workplace behavior (Steer el al., 2004). This strive for personal achievement rather than the rewards of success themselves (Khan et al., 2012) leads to higher levels of motivation within the workforce. McClelland emphasized that high needs for socialized power such as self-control and autonomy result in higher motivation to be an effective manager at the higher levels of an organization (Henderson, 1995).

Employees with a high power need to have control and influence over their environment. They desire to be influential in a group or to be responsible for others, therefore are more likely to value rewards such as company cars, prestigious job titles and executive share options. Additionally, employees with a high achievement need are more motivated to challenge themselves and solve difficult tasks. They are goal oriented, task focused, and they desire recognition, thus may feel more rewarded by performance related pay schemes or incentivised programmes (Taylor, 2006). Lastly, employees with a high affiliation need acceptance and productive working relationships with others. They desire social interaction and cooperation in the workplace, resulting in more flexible work schedules, working in teams, and building friendships. McClelland divides the power motivator into two groups: personal which refers to the power drive to control others and institutional refers to the power drive to organize the efforts of a team to further the company's goals. Moreover, McClelland's Three Needs Theory

postulates critical understandings about human nature that organizations can use to broaden the impact of employee motivational efforts to overall lead the team to success and achieve maximized potential.

Herzberg's Motivation Theory

While Maslow and McClelland mostly focused on the role of individual differences in motivation, **Herzberg's Motivation Theory** sought to understand how work activities and the nature of one's job influences motivation and performance (Alshmemri el al., 2017). Herzberg's Two Factor Theory known as motivator -hygiene is developed by Frederick Herzberg determines what makes an individual feel good or bad about their job. This study revealed that there are job satisfiers (motivators) related to the job contents and job-dissatisfiers (hygiene factors) are concerned with the job context. Motivators incorporate achievement, recognition work itself, responsibility, and advancement. The hygiene factors do not 'motivate/satisfy' rather 'prevent dissatisfaction' (Khan et al., 2012). Following on, Herzberg's theory categorizes the intrinsic variables 'satisfiers' as work itself, responsibility, and advancement and the extrinsic variables 'dissatisfier' as company policy, administration, supervision, working conditions and pay. This theory explains that an individual at work can be satisfied and dissatisfied at the same time as these two sets of factors work in separate sequences (Alrawahi et at., 2020). Thus, the whole idea of certain variables being 'satisfiers' and 'dissatisfiers' does not precisely characterize the method which produces job satisfaction (Ewen, 1996). Following on, research has found that present extrinsic motivation factors have positively contributed to respondent's job satisfactions; while absence of intrinsic motivation factors don't really neutralize their feeling, but have de-motivated them (Yusoff et al., 2013). In order to achieve maximum work motivation, the intrinsic and extrinsic motivation factors will go through employees' preferences for motivation

factors (Tan, 2013) and organizations must place more emphasis on extrinsic factors for higher motivation.

Moreover, Herzberg introduced job design, specifically job enrichment as a key factor in work motivation and job attitudes, which is a more recent study that proves employee motivation. This emphasis was to motivate employees by providing opportunities for individuals to utilize abilities so that productivity and performance of the employees increase and positively impact the organizational environment and smoothing the way for achieving organizational goals (Bahaudin, 2013).

Importance of job satisfaction; appreciation and recognition

Additionally, a successful organization must combine the strengths and motivations of internal employees and respond to external changes and demands (Nethi, 2020). Appreciation and recognition are two important components of motivation within an organization. Offering recognition and praise not only makes the employee feel accomplished and appreciated, but it also reinforces good performance and encourages employees to continue repeating the actions that led to the performance (Sahl, 2017). Moreover, studies have found that recognition increases performance significantly, this is particularly evident when recognition is exclusively provided to the best performers (Bradler, 2016). Thus, through organizations understanding the importance of appreciating and recognizing their employees, not only will employees be willing to push themselves to their full potential, but overall can increase individual motivation and the organizations success.

Accordingly, job satisfaction is a key theme that leads to employee motivation through recognition, promotion, achievement, and the sense of fulfillment. Job satisfaction is directly correlated with employee motivation, however it is also linked to job performance. Studies have

shown that high satisfaction would lead to an increase in greater work performance, thus illustrating the correlation among job performance and job satisfaction. Moreover, an employee's sense of accomplishment and performance of the task will directly increase job satisfaction, which links to efficacy and personal wellbeing. For this reason, organizations must ensure their employees are satisfied with their job and organizations are putting in the theories listed above to attack job satisfaction in the best possible way, as in turn it will significantly impact the business in a positive way and ultimately lead to high motivation for individual employees and business success (Sabir, 2017).

Conclusion

In conclusion, employee motivation is essential to an organization and companies must be willing to examine employees to ensure they find a motivational theory that accurately represents the individual. Moreover, motivational theories provide insights into the way people behave and what motivates them. Thus, it is highly important to recognise and examine how organizations can achieve maximum motivation and business success. All three of these theories target specific employee motivation as achievement, growth recognition and work itself categorized under Herzberg's motivation factors, similarly, Maslow's Self Actualization and Self-esteem, and additionally, McClelland's Needs of Achievements. Through research we have found significant factors and variables that might alter an individual's motivation level, thus by acknowledging these three most common theories; McClelland's Three Needs Theory, Maslow's Hierarchy of Needs and Herzberg's Motivation Theory, organizations can identify the best strategy that would accurately fit into the individuals' personal variables.

Quiet Quitting and the Great Resignation in the workforce and strategies to alleviate these

problems

Quiet quitting is an emerging trend in the workplace that is creating major workplace

conflict between employees and managers and ultimately resulting in this great resignation

which has disastrous impacts on the organization. This recent phenomenon of the high number

of employees quitting their job in a short time period is called the ´Great Resignation´

(Gittleman, 2022; Langdon & Stryker, 2022). About half of US workers are described as 'quiet

quitters'; according to new research they fulfill their job description but are psychologically

detached from their work (Constantz, 2022). The 'Great resignation' and 'quiet quitting' are two

relevant changes, especially since Covid-19 that have significantly affected organizations. This

has forced a shift in the way organizations are approaching their workforce to ensure they are

taking a personal approach to the employees and placing high emphasis on relational, cultural

and self-fulfillment factors tasks. This solution will improve employee work engagement and

ultimately reduce quiet quitters and resignations.

Quiet Quitting and the Great Resignation

Quiet Quitting is a phenomenon in which individuals reduce their enthusiasm at work and

stick to the minimum expectations of their role (Chou et al., 2022.) Quiet Quitting has always

been a term used; however it is a new term for an old concept of employee disengagement. This

term became evident after the great resignation when businesses reported current activity within

their organizations and the ratio of engaged to actively disengaged employees is now 1.8 to 1 in

the US. Meaning, 32% of employees are engaged and 18% disengaged, which is the lowest in

almost a decade (Fuller & Kerr, 2022). Throughout the COVID-19 pandemic and the prolonged

time in isolation, employees had the opportunity to think about their work, and how to get a fresh start, once the pandemic was over (Formica & Sfodera, 2022). As a result, nearly a quarter of workers plan a job change or retirement in the next 12-18 months (Langdon & Stryker, 2022), and by the end of 2021, over 47 million Americans quit their jobs (Fuller & Kerr, 2022). This reveals the extensiveness of this current problem within organizations and the need to immediately change practices to adapt to this environment. In this problem of quiet quitting and the great resignation, research has found that certain generations are commonly classified as 'quiet quitters' than other generations; with employees who are Gen Z and younger millennials reporting more symptoms of quiet quitters, therefore significantly contributing to this problem (Formica & Sfodera, 2022). This is crucial for organizations to acknowledge, so they can provide more support and initiatives to employees categorized as Gen Z or millennials to avoid any repercussions.

Cause and impact of Quiet Quitting and the Great resignation

Employee's quiet quitting and this mass exit of employees referred to as the Great Resignation, has caused disruptiveness in the workforce and led to a major work shortage in the economy, ending the relationship between workers and the labor market (Serenko, 2022). Quiet quitting can be common when employees are faced with unrealistic demands and workloads, as well as being symptomatic of bad management (Smith, 2022).It is evident "when job demands (workload, emotional demands, and work-home interference) increase, and job resources (job control, feedback, social support, and opportunities for learning) decrease, future burnout scores increase, resulting in a higher number of quiet quitters and elevated resignation rate (Bakker et al., 2009). Research suggests that there are five main factors that have combined to contribute to the great resignation that have been intensified by the Covid-19 pandemic. These factors are

referred to as the five R's: retirement, relocation, reconsideration, reshuffling and reluctance.

Workers are *retiring* in greater numbers but aren't *relocating* in large numbers;

they're *reconsidering* their work-life balance and care roles; they're making localized switches

among industries, or *reshuffling*, rather than exiting the labor market entirely; and, because of

pandemic-related fears, they're demonstrating a *reluctance* to return to in-person jobs (Fuller &

Kerr, 2022). According to Gallups Study, only 10% of full-time employees in America are

satisfied with their job, therefore they are completing their work tasks with no mental or

emotional engagement (Kuzior, 2022). This not only results in poor performance of completed

tasks, reducing the business standards and success, but it also builds this negative work

environment that becomes contagious, leading to everlasting impacts on the organization.

Strategies to alleviate quiet quitting and great resignation

Through research, organizations can tackle the problem of the great resignation and quiet

quitting by analyzing the motivation behind the employee's disengagement, for example

psychological stress, occupational burnout as well as symptoms of depression and anxiety. Work

engagement is a critical factor when delving into the solution for quiet quitting and the great

resignation as it refers to employee's self-expression on a physical, emotional, and mental level

during professional performance (Kuzior, 2022). Organizations need to improve their

motivational strategies to target employee engagement and productivity. The Job-Demands-

Resources (JD-R) model is an example of such a balanced approach that seeks to explain

negative (burnout) as well as positive (work engagement) aspects of well-being by linking it to a

strain and motivation process (Bakker & Demerouti, 2007). Further, they need to provide self-

development opportunities which will ultimately change their mind set, transforming from a

fixed to growth mindset about work tasks. In addition to this, job resources such as social

support, performance feedback and autonomy may instigate a motivational process leading to job related learning, work engagement and a movement away from quiet quitting and resignation (Bakker & Demerouti, 2007). Moreover, the solution to the problem should be a shift towards a sustainable organization that takes a personal approach to the employees and puts emphasis on relational, cultural and self-fulfillment factors tasks (Kuzior, 2022).

Conclusion

Quiet quitting and the great resignation have particularly stemmed from COVID-19; therefore this will be a constant problem organizations will have to face for many years to come. While it is clear that the American workforce is in a state of tremendous trainition, and subsequently impacting organizations and the way they operate, there is also a very clear that a primary factor driving those changes is that individuals do want to work for organizations that meet their needs and wants as an individual (Langdon & Stryker, 2022). Therefore, there is a solution to this problem in which organizations need to undertake a shift towards a sustainable organization that takes a personal approach to the employees and puts an emphasis on relational, cultural and self-fulfillment factors. This will significantly increase employee work engagement and motivation, resulting in high employee well-being. It's crucial for organizations to recognize this issue and adjust to the evolving nature of the workplace by transiting into this shift to achieve business success.

Chapter 4 redacted to remove personal reflections and any identifying information.

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