

Job Satisfaction and Motivation

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Abstract

Job satisfaction and employee morale are some of the main factors that normally dictate the general performance of the employees. Companies with unmotivated and dissatisfied employees have a high chance of failure as compared to those with satisfied and motivated employees. This paper pays attention to the human resource management practices of the Hertz Corporation which is a popular car rental company operating in the United States. A majority of its surveyed employees indicate that they were generally dissatisfied with the working conditions provided by the organization. The paper provides evidence to illustrate how hostile working conditions and a heavy workload culminated with low wages negatively affected the job satisfaction and morale of the company's employees. The paper also highlights that the workplace conditions maintained at the Hertz Corporation can be improved through the provision of better incentives and realignment of the job allocation to coincide with the company's wage structure.

Keywords: job satisfaction, motivation, incentives, work environment

Introduction

There are various factors that normally dictate the level of motivation or job satisfaction portrayed by an organization's employees. Highly motivated and satisfied employees are always critical to a company's general performance. One of the companies that has not been able to get these two attributes from their employees is the renowned American car rental giant Hertz. The Hertz Corporation has got numerous negative reviews on a popular human resource management website called Glass Door. The primary purpose of this essay is to evaluate the feedback provided by the company's former and current employee in order to determine their levels of motivation and job satisfaction.

A vast majority of the surveyed employees indicate that they were not satisfied with their roles in the company. One employee, in particular, provided a very negative review about the company citing that the company's officials did not give him sufficient attention after he had been involved in a road accident whereby he was not even the guilty party. Apparently, the employee had even been relieved of his duties without being notified by the company. Millán et al. (2013) insist that one of the primary determinants of job satisfaction levels portrayed by an organization's employees is job security. Judging from this case, the job security at the Hertz Corporation is not at a level that can negate the existence of job satisfaction among its employees. A good number of the participating employees also raised concerns about the company's working environment. Some of them indicate that the company has a hostile working environment that does not foster the formation or maintenance of good relationships with colleagues. It is believed that the nature of an organization's working environment has a direct impact on the level of job satisfaction and the employee turnover rate. This assertion is supported by Huang et al. (2016) who argue that the safety conditions in particular have a positive

relationship with job satisfaction, turnover rate, and employee engagement. There are a number of the surveyed employees who noted that the Hertz Corporation normally experiences a very high employee turnover rate. Apparently, it is normal for people to work less than a year in the company. This condition is owed to the fact that the company's rivals often offer better terms of work and they also pay higher wages for the same amount of work.

Judging from the employees' reviews, the only positive aspect of working for the Hertz Corporation is that an individual can rise rapidly from a driver to a junior manager or even a branch manager. However, this rapid rise is necessitated by the fact that most of the company's senior-level positions are vacated on a regular basis because of the immense workload associated with them. Senior level managers in the organization opt to relocate to other organizations where their salaries accurately reflect the amount of work they do. The company is also notorious for paying very low wages as compared to other companies operating in the same industry. A significant portion of the surveyed employees acknowledged that the company mostly pays its drivers at a rate that is slightly higher or equal to the minimum wage bill. Wages also determine the level of jobs satisfaction as highlighted by Clark, Georgellis & Sanfey (2012).

The Hertz Corporation can improve its human resource management conduct through the provision of better incentives and realignment of the job allocation to coincide with the company's wage structure. The provision of better employment terms and creation of a working schedule that ensures the work-life balance of its employees is favorable can also enhance the morale of the organization's employees. I had a glimpse idea about the factors that affected employee satisfaction before this assignment, however, upon completion, I now have a vivid picture of how these factors affect job satisfaction and employee morale. Prior to the assignment, I knew that employee satisfaction was only affected by the amount of salary and availability of

growth opportunities. During the execution of this assignment, I understood that even though there are growth prospects in a certain job, there are other factors like the workload and the working environment that dictate the level of employee satisfaction and morale.

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