



A COMPREHENSIVE STUDY ON EMPLOYEE MOTIVATION

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ABSTRACT:

This research aims to analyze the drivers of employee motivation to high levels of employee performance. The Purpose of this study is to explore the effect of motivation on employee performance. It also obtains an understanding on what motivates an employee to work better for the overall benefit of the organization. The majority of organizations are competing to survive in this volatile and fierce market environment. Motivation and performance of the employees are essential tools for the success of any organization in the long run. If the empowerment and recognition of employees is increased, their motivation to work will also improve, as well as their accomplishments and the organizational performance. Nevertheless, employee dissatisfactions caused by monotonous jobs and pressure from clients, might weaken the organizational performance. Therefore, jobs absenteeism rates may increase and employees might leave the organization to joint competitors that offer better work conditions and higher incentives. This will show how motivation is important to all industries, and how it can change and impact the amount sales a company performs. Motivated employees will in turn create a successful company.

Keywords: motivation, organizational performance, motivated employees, intrinsic.

INTRODUCTION:

Management's basic job is the effective utilization of human resources for achievements of organizational objectives. The personnel management is concerned with organizing human resources in such a way to get maximum output to the enterprise and to develop the talent of people at work to the fullest satisfaction. Motivation implies that one person, in organization context a manager, includes another, say an employee, to engage in action by ensuring that a channel to satisfy those needs and aspirations becomes available to the person. In addition to this, the strong needs in a direction that is satisfying to the latent needs in employees and harness them in a manner that would be functional for the organization. Employee motivation is one of the major issues faced by every organization. It is the major task of every manager to motivate his subordinates or to create the 'will to work' among the subordinates. It should also be remembered that a worker may be immensely capable of doing some work; nothing can be achieved if he is not willing to work. A manager has to make appropriate use of motivation to enthuse the employees to follow them. Hence this studies also focusing on the employee motivation among the employees of Hyderabad Industries Ltd.



LITERATURE REVIEW:

My Linh Nguyen et al (2017) to find out the impact of employee motivation on organizational effectiveness. The study focused on (1) defining the motivation concepts and methods, (2) identifying the most motivating factors, and the linkage of employee motivation with an organization's productivity and effectiveness. In addition, suggestions to increase employee' level of motivation and direction for further study were also discussed.

Elizabeth Boye Kuranchie-Mensah et al (2016) empirically compares employee motivation and its impact on performance in Ghanaian Mining Companies, where in measuring performance, the job satisfaction model is used. The study employed exploratory research design in gathering data from four large-scale Gold mining companies in Ghana with regards to their policies and structures in the effectiveness of motivational tools and strategies used by these companies. The study observed that, due to the risk factors associated with the mining industry, management has to ensure that employees are well motivated to curb the rate at which employees embark on industrial unrest which affect performance, and employees are to comply with health and safety rules because the industry contribute hugely to the Gross Domestic Product (GDP) of the country.

Catherine R. Johnson et al (2010) desires to provide practitioners in the restaurant industry the ability to recognize motivators for these different employment groups and their relationship to organizational commitment. The purpose of this study desires to provide practitioners in the restaurant industry a comparison and analysis of employee motivation between the two employment groups and their level of organizational commitment.

Shah (2010) defined motivation as inspiring people to work; individually or in groups in such a way as to produce best results. It further states that, motivation is a general term applied to the entire class of drives, desires, needs, wishes and similar forces. He noted that to say that managers motivate their subordinates is to say that they do those things which they hope will satisfy these drives and desires and induce the subordinates to act in a desired manner.

OBJECTIVES:

1. To study the effect of monetary and non-monetary benefits provided by the organization on the employee's performance
2. To study the effect of job promotions on employees
3. To study the motivation level of employees
4. To study the effectiveness of the techniques adopted by the company in employee Motivation

The concept of motivation: Motivation can be specified as a management process, which encourages people to work better for the overall benefit of the organization, by providing them motives, which are based on their unfulfilled needs. The matters arising is: "why managers need



to motivate employees?’. It is because of the survival of the company, contributed to this statement by arguing that it is necessary for managers and leaders of organization to learn to understand and effectively deal with their employee’s motivation; since motivated employees’ are the pillars of successful organization in present and future century. She also indicates that unmotivated employees may probably contribute little effort in their jobs, stay away from workplace as much as possible, go out of the organization and make low quality of work. When employees are well motivated, they help the organization to grow and survive in a fast changing workplaces

There are a variety of factors that can influence a person’s level of motivation; some of these factors include

1. The level of pay and benefits,
2. The perceived fairness of promotion system within a company,
3. Quality of the working conditions,
4. Leadership and social relationships,
5. Employee recognition
6. Job security
7. Career development opportunities etc.

Motivated employees are a great asset to any organization. It is because the motivation and Job satisfaction is clearly linked.

Hence this study is focusing on the employee motivation in the organization.

Importance of Employee Motivation:

1. The workforce will be better satisfied if the management provides them with opportunities to fulfill their physiological and psychological needs. The workers will cooperate voluntarily with the management and will contribute their maximum towards the goals of the enterprise.
2. Workers will tend to be as efficient as possible by improving upon their skills and knowledge so that they are able to contribute to the progress of the organization. This will also result in increased productivity.
3. The rates of labor’s turnover and absenteeism among the workers will be low.
4. There will be good human relations in the organization as friction among the workers themselves and between the workers and the management will decrease.
5. The number of complaints and grievances will come down. Accident will also be low.
6. There will be increase in the quantity and quality of products. Wastage and scrap will be less. Better quality of products will also increase the public image of the business.

Intrinsic and extrinsic motivation



Motivation can be classified as intrinsic and extrinsic motivation. Intrinsic or internal motivation, and extrinsic or external motivation. The two motivations differ in the source of pressure or pleasure that boosts each of them. It elaborates further, by saying the followings:

1. Individuals are intrinsically motivated when they seek enjoyment, interest, satisfaction of curiosity, self-expression, or personal challenge in the work.
2. Individuals are extrinsically motivated when they engage in the work in order to obtain some goal that is apart from the work itself.

The relationship between intrinsic and extrinsic motivation

The difference between intrinsic and extrinsic motivation is apparent, yet researchers argues that intrinsic and extrinsic motivation also have an effect on each other. In some cases extrinsic motivation can minify intrinsic motivation. He argues that if money is administered contingently, it minifies intrinsic motivation. But this event will not occur if the money is non-contingently distributed. Although extrinsic motivation can work in opposition to intrinsic motivation, it can also have a reinforcing effect: once the scaffolding of extrinsic motivation is taken care of, intrinsic motivation can lead to high levels of satisfaction and performance”. She went further to state in her research that both intrinsic and extrinsic values can motivate employees to do their respective work, however intrinsic and extrinsic motivation can have very different effects on employees.

The difference between intrinsic and extrinsic motivation is also explained. Namely, individuals are intrinsically motivated when they look for pleasure, interest, satisfaction, enjoyment and curiosity, self-expression or personal challenges in the work. And individual are extrinsically motivated when they engage in the work in order to gain some goal that is apart from the work itself. Both intrinsic and extrinsic motivators are necessary in motivating employees.

Types of Employee Motivation

Understanding employee motivation is necessary to the success of a company. By knowing what encourages an employee to do his or her job, a company will be able to implement different policies to increase the performance of the workers. In order to understand employee motivation, one must realize that people are different. This means that different things motivate different employees

Achievement

One type of employee motivation is achievement. In this type of employee motivation, the worker is driven by the goal itself. This in a sense is like climbing a mountain because the mountain is there. Employers often make use of this by presenting challenges to the employees. In making use of this type of employee motivation employers often include incentives such as a promotion or cash. However, for the employees, the incentive is only a bonus to the achievement.



Advancement

For some employees, their motivation is the prospect of rising up in the ranks of the corporation. They work hard in order to catch the eye of the boss and probably get a promotion. This type of employee motivation is characterized by ambition. Of course, there are times when this type of employee motivation can be dangerous. Sometimes, superiors may find their jobs in danger because of an advancement-motivated employee. However, if handled properly, an employee whose motivation is advancement can be the best in the business. As such, this type of employee motivation should be handled carefully.

Pressure

Some employees work harder under pressure. This employee motivation is rarely manifested consciously in a worker. It is often the case that an employee unknowingly piles pressure on him or her and this pressure pushes them to work harder. Sometimes, pressure is used by an employee to see just how far he or she would be able to go. However, this type of employee motivation can have some very negative results, considering the fact that every person has a limit. In fact, it often ends up in a breakdown of some sort.

Fear

This is one of the most commonly used employee motivation techniques. Employees are often threatened with termination if they fail to meet certain objectives. Of course, if an employee does not handle pressure very well, this type of employee motivation technique could be detrimental to his or her work performance. The key to the best employee motivation technique is balance. You need to understand that people have different preferences. Since it is virtually impossible to meet every employee's motivation needs, you must develop a technique that incorporates all of the elements of employee motivation. In doing so, you will be able to ensure your company's continued growth.

Motivation is the key to performance improvement

There is an old saying you can take a horse to the water but you cannot force it to drink; it will drink only if it's thirsty - so with people. They will do what they want to do or otherwise motivated to do. Whether it is to excel on the workshop floor or in the 'ivory tower' they must be motivated or driven to it, either by themselves or through external stimulus.

Performance is considered to be a function of ability and motivation, thus:

Job performance = f(ability)(motivation)

Ability in turn depends on education, experience and training and its improvement is a slow and long process. On the other hand motivation can be improved quickly. There are many options and an uninitiated manager may not even know where to start. As a guideline, there are broadly seven strategies for motivation.

CONCLUSION:



People seek security and the underlying needs are fundamental to people's existence. After these needs are satisfied, people will focus more on job performance. Management should evaluate employee suggestion scheme and use the feedback from the workforce to improve the organizational environment and fulfill their needs and skills. People are different and they are motivated by diverse needs, such as physiological needs, safety requirements and self-actualization needs. Thus, focusing on employees at every level of the workforce and analyzing each department of the organization will provide detailed accurate information regarding the needs of employees. A motivated and qualified workforce is essential for any company that wants to increase productivity and customer satisfaction. In this context, motivation means the willingness of an individual to do efforts and take action towards organizational goals. The challenge for any manager is to find the means to create and sustain employee motivation. On one hand, managers should focus on reducing job dissatisfaction (working conditions, salary, supervision, relationship with colleagues), while on the other hand should use motivating factors such as achievement, recognition, responsibility and the work itself.

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