

## **Employee motivation: An imperative for organizational performance**

**VISHAKHA SAMBHAV**

Assistant Professor

Department of Resource Management and Design Application  
Lady Irwin College, University of Delhi, Delhi (India)

### **ABSTRACT**

Motivation in the workplace is a crucial subject in the modern world, since it is the force, which drives the entire organization and affects its performance. Employees need motivation to feel good about their jobs and perform efficiently. Employees who feel motivated to work are likely to be persistent, creative and productive, with high quality work. Motivation and performance of the employees are important tools for the success of any organization in the long run. Measuring performance is critical to organization's management, as it highlights the evolution and achievement of the organization, and there is a positive relationship between employee motivation and organizational effectiveness, reflected in numerous studies. Employers need to get to know their employees very well and use different strategies to motivate each of them based on their personal wants and needs. This paper aims to analyze the drivers of employee motivation to high levels of organizational performance and productivity along with the strategies adopted by employers to motivate their workforce. Even we would like to present the theories and techniques of the motivation in the workplace.

**Key Words :** Employee motivation, Organizational performance, Techniques, Theories

### **INTRODUCTION**

In today's complicated and evolving world, organizations play a critical role in achieving their goals and missions. Any kind of organization considers Human resource as one of the crucial factor in the success. They are the main contributors towards the organizational goals achievement, which is the reason they are considered as an important asset to the organizations. Therefore, human beings' significant role in the achievement of organizational goals cannot be disregarded. If the employees are neither contented with their jobs and nor motivated to fulfill their tasks and achieve their goals, the organization cannot attain success. Most employees need motivation to feel good about their jobs and perform optimally.

Each person has different needs for motivation, as some people are driven by achievement, reward and recognition while others may focus on money. Motivation is seen as one of the most important factors in issues related to human resources management

**Cite this Article:** Sambhav, Vishakha (2017). Employee motivation: An imperative for organizational performance. *Internat. J. Appl. Home Sci.*, 4 (9 & 10) : 810-818.

(HRM) and organizational behavior management (Latham, 2007). If the managers are able to understand and identify employee behavior and needs, they should also be able to understand what employees want from their jobs. Therefore, it is important for a manager to understand what really motivates employees so to keep them motivated and ultimately achieving organizational goals. Hence, managers can increase the effectiveness of the organization by getting a better idea on the real demands and needs of the employees.

### **Literature review :**

There has been lot of studies done on motivation, motivation theories, ways of encouraging employees' motivation, principles of motivation and so on.

Motivation levels within the workplace have a direct impact on employee productivity.

Bartol and Martin describe motivation as a power that strengthens behavior, gives route to behavior, and triggers the tendency to continue (Farland *et al.*, 2011). This explanation identifies that in order to attain assured targets; individuals must be satisfactorily energetic and be clear about their determinations. Motivation, according to Bulkus and Green (2009), motivation is derived from the word "motivate", means a move, push or influence to proceed for fulfilling a want. It is an internal strength that drives individual to pull off personal organizational goals (Reena *et al.*, 2009). Also motivation is a progression of moving and supporting goal-directed behavior (Chowdhury, 2006). In view of Bedian (2003), it is an internal drives to satisfy an unsatisfied need and the will to accomplish. Motivation can be defined as one's direction to behavior, or what causes a person to want to repeat a behavior and vice versa. A motive is what prompts the person to act in a certain way, or at least develop an inclination for specific behavior.

Motivation is a force or influence that causes someone to do something. Motivation can be any internal or external factors that stimulate desire and energy in people to be continually interested and committed to a job, role or subject, or to make an effort to attain goal.

Therefore, the management must look for solutions and techniques so that it could enhance its employees' motivation. This can be done by rewarding and acknowledging them or through job rotation. Low employee motivation at work may reduce the efficiency and effectiveness in the organization, leading ultimately to the reduced organizational productivity, reduced production, employees' dissatisfaction with the organization, and thus the failure of the organization. Consequently, each organization has to adopt the needed policies and strategies to improve the employee motivation (Abbas, 1995).

### **Importance of employee motivation :**

Employee motivation is a significant aspect at the workplace which leads to the better performance of the department and even the company. There are many reasons for employee motivation being one of the important aspects to take care of, as it allows management to foresee company's performance with the motivated workforce and increased efficiency.

With motivated workforce an organization can direct towards increased productivity and allow an organisation to have satisfied employees. Not all individuals are the same, so each one should be motivated using different strategies. One employee may get motivated by monetary reward and other might be by having better work environment.

**Benefits of motivated employees :**

Employee motivation is highly important for every company due to the benefits that it brings to the company. Benefits include:

**Human capital management :**

A company can achieve its full potential only by making use of all the financial, physical, and human resources that it has. It is through these resources that the employees get motivated to accomplish their duties. This way, the enterprise begins to glisten as everyone is doing their best to fulfill their tasks.

**Ongoing employee development :**

Motivation can facilitate a worker reaching his/her personal goals, and can facilitate the self development of an individual. Once that worker meets some initial goals, they realize the clear link between effort and results, which will further motivate them to continue at a high level.

**Increased employee commitment :**

When employees are motivated to work, they will generally put their best efforts in the tasks that are assigned to them. They feel motivated and committed to their work and thereby resulting in efficiency.

**Improved employee satisfaction :**

Employee satisfaction is important for every company because this can lead towards a positive growth for the company. If the employees of any organization remains satisfied with their jobs they will be highly efficient and remain loyal towards the organization.

**Improved employee efficiency :**

An employee's efficiency level is not only based on their abilities or qualifications. For the company to get the very best results, an employee needs to have a good balance between the ability to perform the task given and willingness to perform the task. This balance can lead to an increase of productivity and an improvement in efficiency.

**A higher chance of meeting the company's goals :**

Any enterprise has its goals, which can be achieved only when the work environment is cooperative one and if all employees are directed by their objectives. Therefore, all the goals can be reached, if cooperation and coordination are fulfilled at once through motivation in the organization.

**Better team harmony :**

A proper work environment focused on cooperative relationships is highly important for an Organization's success. Not only that it can bring stability and profits, but employees will also adapt more easily to changes, fact which is ultimately in the company's benefit.

**Workforce stability :**

Stability of the personnel is highly important from a business point of view. The employees will stay loyal to the enterprise only if they feel a part of the organization. Employee loyalty is benefitted for the organization in the long run. It's the responsibility of the management to see the capability of the employee and use it to the best so that individual feels motivated and adhere to the organization for life.

**Ways to increase employee motivation:**

*Communication :*

The easiest way to increase employee motivation is by having positive communication at the workplace. Not relying only on emails but by making sure they talk to their employees in person and even on a personal level, if possible try setting aside some time each day to talk with employees or you can join them during coffee breaks instead of sitting at your desk. By doing so, you actually make employees feel as though you are part of the team; a leader instead of just the boss. Employees also want to see the company that they are working to succeed. Many have excellent ideas, ranging from money saving to operational improvements. Management must make an effort to take some time to ask and listen to suggestions. Nothing is more worthwhile than feeling valued.

*Value individual contributions:*

Management should ensure their employees on how their individual efforts and contribution plays an important part of the company's overall goals and direction. Employees will take pride and be engaged in their work if they are aware how their efforts create an impact on the organisation; regardless of how big or small their contributions are. Management does not have to reward their employees with gifts every single time they did a good job at a task. At times, a simple "Thank You" or "Great job" will suffice. These meaningful words acknowledge effort, build loyalty and encourage employee to work even harder.

*Positive workplace environment:*

Sometimes, the employees lack motivation because their workplace does not have a positive work environment. To fix this, management could do surveys and get feedback from employees in order to solve the issues that they may face. Management must consider making work environment positive in every manner, maybe a coffee machine for employees, a positive quote on the wall will be very useful. Flora and fauna also helps create a serene workplace environment for your employees, so why not add a couple of plants around the office to make it healthier. Management could also find creative ways in which to consistently keep their employees motivated as much as possible.

**Techniques of employee motivation :**

These are basically job designing techniques to make jobs more interesting and keeping the workforce motivated. Job enlargement, job enrichment and job rotation are three basic approaches;

*Job enlargement:*

Job enlargement means increasing the scope of a job through extending the range of its job duties and responsibilities generally within the same level and periphery. Job enlargement involves combining various activities at the same level in the organization and adding them to the existing job. This may be allowing them to complete the whole task instead of just part of it, for example, packaging the products as well as manufacturing them. This process ideally removes the boredom out of the job by eliminating the repetitiveness out of tasks and allowing them to complete the whole process, further increasing their responsibility and enriches their skills also.

*Job enrichment:*

Job enrichment is a management concept that involves redesigning jobs so that they are more challenging to the employee and have less repetitive work. Job enrichment is an attempt to give workers more control over their tasks and more responsibility for design, execution, and output. Job enrichment is a common motivational technique used by organizations to give an employee greater satisfaction in his work.

*Job rotation:*

Job rotation is a practice of moving employees between different tasks to promote job satisfaction and variety. Job rotation implies systematic movement of employees from one job to the other. Job remains unchanged but employees performing them shift from one job to the other. With job rotation, an employee is given an opportunity to perform different jobs, which enriches his skills, experience and ability to perform different jobs.

**Popular theories of workplace motivation :**

The most popular models of motivation are Maslow's Hierarchy of Needs, Herzberg's two-factor theory and Theory X and Y model.

**Maslow's hierarchy of needs :**

Abraham Maslow is well renowned for proposing the Hierarchy of Needs Theory in 1943. This theory is a classical depiction of human motivation. This theory is based on the assumption that there is a hierarchy of five needs within each individual. The urgency of these needs varies. These five needs are as follows :

***Physiological needs :***

These are the basic needs of air, water, food, clothing and shelter. In other words, physiological needs are the needs for basic amenities of life.

***Safety needs :***

Safety needs include physical, environmental and emotional safety and protection. For instance- Job security, financial security, protection from animals, family security, health security, etc.

**Social needs :**

Social needs include the need for love, affection, care, belongingness, and friendship.

**Esteem needs :**

Esteem needs are of two types: internal esteem needs (self- respect, confidence, competence, achievement and freedom) and external esteem needs (recognition, power, status, attention and admiration).

**Self-actualization need :**

This include the urge to become what you are capable of becoming / what you have the potential to become. It includes the need for growth and self-contentment. It also includes desire for gaining more knowledge, social- service, creativity and being aesthetic. The self-actualization needs are never fully satiable. As an individual grows psychologically, opportunities keep cropping up to continue growing.

According to Maslow, individuals are motivated by unsatisfied needs. As each of these needs is significantly satisfied, it drives and forces the next need to emerge. Maslow grouped the five needs into two categories - Higher-order needs and Lower-order needs. The physiological and the safety needs constituted the lower-order needs. These lower-order needs are mainly satisfied externally. The social, esteem, and self-actualization needs constituted the higher-order needs. These higher-order needs are generally satisfied internally, *i.e.*, within an individual. Thus, we can conclude that during boom period, the employees lower-order needs are significantly met.



**Theory X and Theory Y :**

In 1960, Douglas McGregor formulated Theory X and Theory Y suggesting two aspects of human behaviour at work, or in other words, two different views of individuals (employees): one of which is negative, called as Theory X and the other is positive, so called as Theory Y. According to McGregor, the perception of managers on the nature of individuals is based on various assumptions.

**Assumptions of Theory X :**

- An average employee intrinsically does not like work and tries to escape it whenever possible.
- Since the employee does not want to work, he must be persuaded, compelled, or warned with punishment so as to achieve organizational goals. A close supervision is required on part of managers. The managers adopt a more dictatorial style.
- Many employees rank job security on top, and they have little or no aspiration/ambition.
- Employees generally dislike responsibilities.
- Employees resist change.
- An average employee needs formal direction.

**Assumptions of Theory Y :**

- Employees can perceive their job as relaxing and normal. They exercise their physical and mental efforts in an inherent manner in their jobs.
- Employees may not require only threat, external control and coercion to work, but they can use self-direction and self-control if they are dedicated and sincere to achieve the organizational objectives.
- If the job is rewarding and satisfying, then it will result in employees' loyalty and commitment to organization.
- An average employee can learn to admit and recognize the responsibility. In fact, he can even learn to obtain responsibility.
- The employees have skills and capabilities. Their logical capabilities should be fully utilized. In other words, the creativity, resourcefulness and innovative potentiality of the employees can be utilized to solve organizational problems.

Thus, we can say that Theory X presents a pessimistic view of employees' nature and behaviour at work, while Theory Y presents an optimistic view of the employees' nature and behaviour at work. If correlate it with Maslow's theory, we can say that Theory X is based on the assumption that the employees emphasize on the physiological needs and the safety needs; while Theory Y is based on the assumption that the social needs, esteem needs and the self-actualization needs dominate the employees. McGregor views Theory Y to be more valid and reasonable than Theory X. Thus, he encouraged cordial team relations, responsible and stimulating jobs, and participation of all in decision-making process.

**Two factor theory :**

Of the many theories of work motivation, In 1959, Frederick Herzberg, a behavioral scientist proposed a two-factor theory or the motivator-hygiene theory has been one of the most influential in recent decades.

Basically, the theory divides motivating factors into two categories: Hygiene factors and Motivating factors.

Hygiene factors are those job factors which are essential for existence of motivation at workplace. The hygiene factors symbolized the physiological needs which the individuals wanted and expected to be fulfilled. Hygiene factors include: Pay, company policies, fringe

benefits, physical working conditions, status, interpersonal relations and job security.

Motivating factors are those inherent to work. These factors motivate the employees for a superior performance. These are factors involved in performing the job. Employees find these factors intrinsically rewarding. The motivators symbolized the psychological needs that were perceived as an additional benefit. Motivational factors include: Recognition, Sense of achievement, Growth and promotional opportunities, Responsibility and Meaningfulness of the work.

### **Conclusion :**

People seek security and the basic needs are fundamental to people's existence. After these needs are satisfied, people will focus more on job performance. Last but not least, personal growth is also important to people, as self-actualization and the need for achievement and growth are very powerful needs that influence the employee motivation level. Diverse people motivated by diverse needs such as physiological needs, safety requirements and self-actualization needs.

Thus, focusing on employees at every level at the workplace and analyzing each department of the organization will provide detailed information regarding the needs of employees. It is found in many studies that higher the employee satisfaction higher will be the performance of the organization. Therefore, it's a manager's duty to see the driving force behind their motivated employee and keep them motivated so to increase the efficiency and output of the organization. They must know how their employee think and what makes them happier with their jobs, they must be able to understand the human psychology and organizational behavior. A motivator is that which impels or compels an individual to act toward meeting a need. So a manager needs to find diverse ways to keep their employees motivated as much as possible. Therefore, all factors must be taken into account to increase job satisfaction so that the organizations move towards the attainment of its goals, as motivated workforce is a sure shot mantra for success for any organization. Therefore motivation is very crucial for every company to improve the employee's performance and productivity of the organization as a whole.

### **REFERENCES**

- Atkinson, J.W. (1964). Introduction to motivation. Princeton, NJ: Van Nostrand.
- Bartol, K.M., Martin, D.C. (1998) *Management*, McGraw Hill
- Herzberg, Frederick (1964). *The Motivation-Hygiene Concept and Problems of Manpower*. Personnel Administrator, **27** : 3-7.
- Kreitner, Robert (2009). Management: Theory and applications, 2<sup>nd</sup> Ed., Cengage Learning India Pvt. Ltd.
- Muogbo, U.S. (2013). The impact of employee motivation on organisational performance: (A study of some selected firms in Anambra state Nigeria)
- Mullins, Laurie J. (2009). Management and organizational behavior, 11<sup>th</sup> Ed., Pearson Education Inc.
- Ovidiu-Iliuta, Dobre (2013). Employee motivation and organizational performance.

Robbins, Stephens P. and Judge, Timothy A., (2013). *Organizational Behaviour*, 15<sup>th</sup> Ed., Pearson Education Inc.

Vinay, Chaitanya Ganta (2014). *Motivation in the workplace to improve the Employee performance*.

Vroom, V. H. (1964). *Work and motivation*. New York: Wiley.

Workplace motivation, a review of the literature, Roderic Gray, 2000, published on the internet by, *KumpaniaConsulting*, [www.kumpania.co.uk](http://www.kumpania.co.uk)

<http://www.managementstudyguide.com/maslows-hierarchy-needs-theory.htm>

<http://www.businessdictionary.com/definition/motivation.html>.

\*\*\*\*\*