

Employee Motivation in the Workplace and the Employees' Performance

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Abstract- *In the present study most of the employees need motivation to impress good about their jobs and perform optimally. Some employees like financial motivation and others are motivated through non-financial factors like recognition and rewards for personally motivating the employees. Motivational levels within the workplace have a direct impact on employee productivity. Employees are motivated and have indifferent about the jobs to carry out the responsibilities for the best ability and to increase the numbers of production as a result. On the other hand, employees are felt motivated in work are likely to be determined, too creative and productive, turning out great quality of work that they freely undertake. Employers need to know their employees very well and use different strategies to motivate each of them based on their personal wants and needs. In this paper we like to give importance to motivation employees in the workplace for improving the employee performance and productivity. Even we would like to present the theories and techniques of the motivation in the workplace.*

Keywords- Employee Motivation, Performance, Recognition.

I. INTRODUCTION

Motivation is the utmost important matter for every organization public or private organizations. For the success of any organizations motivation play an important role. All organization comes across the matter of motivation whether they are in the public or private organization (Chintallo & Mahadeo, 2013). So the “employees motivation means the procedure which the organization is inspiring their employee with the nature of rewards, bonus etc. for achieving the organizational goals. Now a day’s the organizations are easily change their material, needs, goods and services with other organization and countries. But the only one resource which is not easily exchangeable is human resources. The human resources are the more important and most competitive assets for any organization that cannot be exchangeable so the motivation is the main factor that affects the human resources of the organization. The organizations are motivating their employees for the achievement their goals and for better performance. In fact motivation is the greatest tool for greatest

performance. Now, there are many deliberations about motivation and the relationship of employee’s efficiency and the organizational efficiencies. According to Iqbal et al. (2012), Employee’s motivations are the ability to collect the participation for the employee’s performance and they are difficult to the tasks given by the manager for the purpose of get maximum productivity. The researcher is more concerned on increase in productivity, excellence and working capability of employees. Employee’s needs and wants having more important in research history. Motivation is one of the best terms for psychology and most of the managers want a maximum output. They grab with a good way and motivate their employee in hammer way and also increase the relationship between employee and managers, it also boosts up the organization to demand for offer a job security, health security and promoting safety. And nowadays private organizations also provide the promoting safety and health plan, and emergency fun and accident cover’s benefits. Another way used to monitor the employee performance is Performance Appraisal. The performance appraisal is monitoring the quality of performance of an employee. The monitoring of employees performance by using performance management system:

1. Organization objective;
2. Day by day performance;
3. Professional development;
4. Rewards and incentives.

In simple word, the appraisal is the debt in individual performance in an efficient way, performance.

II. CONCEPT OF MOTIVATION

The word motivate is regularly used in the framework of management as a transitive verb: motivation is by consequence to something done by one person or group person. A further consequence is the usage of motivated parties needs to be induced to perform some action or expend a degree of effort which they would not otherwise wish to do. This is an issue of dynamic importance to the success of profitable groups is highlighted by Lawler (1973): “Those

individual behaviour are resolute by the effectiveness of organizations are, nearly without rejection of controlled motivational behaviors”.

Motivation worries that “psychological procedures cause the stimulation, direction and determination of behavior” (Ilgen and Klein, 1988). There is a general contract between three modules of “motivation”, the environment and place of motivation in a job-related context has been the subject of a long and developing study. Theories have been propounded, tested and superseded at a pace which has left organizational. For inspiring employee requires much more than the old-fashioned carrot- and-stick approach. Now a day’s manager needs to understand the reasons why the employees are offer the rewards for hope to be received. Managers are not “motivating” the employees, but they can create an environment that stimulates and supports compact of employee motivation.

III. REVIEW OF LITERATURE

Joceswarnalatha et.,al., (2017) analysed that present globalization era every organization needs committed employees to succeed. The success of any organization depends on the organization commitment levels of the employees. The purpose of the study is to find out the impact of job satisfaction intensities of the employees in their organization commitment. The study is also aim to identify the facilitating role of leadership in between job satisfaction and organization commitment. The sample size of the study is 226 employees of IT companies. The data was collected with structured and reliable questionnaire. The ordered regression is used for analysis. The results showed that job satisfaction is having significant influencing on organization commitment levels of the employees. Leadership was found to be intermediating between the relationship of job satisfaction and organization commitment. There was full mediation of leadership in the relationship of job satisfaction and organization commitment.

Manisha Sharma (2017) analysed the positive feelings and sensitivity of the employees about the different aspects of their job and employment lead to higher organizational commitment which specifies the psychological capability of an employee, which are related to the intrinsic motivation factors like empowerment, recognized as an effective management technique which are generally adopted to business organizations to improve the organizational relationship which are to identification, performance and productivity. The researcher examines a number of studies to realize the nature and dimensions of empowerment. A random sample size of 242 employees from Indian Automotive

Industry consisting of two automobile and two auto-component companies was taken to participate in data collection from NCR (National Capital Region), India.

IV. POPULAR THEORIES OF MOTIVATION

Over the centuries, the theories related to the employee motivation had under gone changing focus. The content of the theories give us a lead to know about the people’s needs and the things which are essential for motivating them in work place:

- Maslow’s Needs Hierarchy Theory
- McGregor’s X and Y Theory
- Ouchi’s Z Theory
- Herzberg’s theory of Two Factor Theory;
- McClelland’s Motivational Achievement Theory
- Vroom’s Expectancy Theory.

4.1. Maslow’s-Hierarchy of Needs Theory

Abraham Maslow’s is a psychologist called as Hierarchy of Needs Theory. He classified five Human needs. He arranges them as:

4.1.1. Physiological or Basic Needs

This is a primary and basic need of a person that must be fulfilled. These include, food, clothing, and shelter that are vital for the survival of mankind. A person cannot consider of recognition or status when he is not able to earn sufficient and satisfied his basic needs.

4.1.2. Safety needs

The safety need is also called security need. It emerges the basic or physiological needs of a person are fulfilled. Job security is one of the needs. The provident fund, insurance are the other schemes that protect the employees interest particularly in his old age when he cannot work and earn.

4.1.3. Social Needs

At this point an individual needs a friendship, companionship, association, love and affection of particularly with whom he associates employees. In the work place he may be stretched for the association of the fellow employees. In fact, it is for this reason that informal groups are formed within a formal organization. These associations are formed by the owners to look after common amenities and for the sake of peaceful co-existence.

4.1.4. Esteem Needs

These needs desire to have his ego satisfied. It gives a person a self-respect, self-confidence, status, independence, recognition and reputation. Some of them show preference for luxury things and so on not just because they can afford it but also due to the fact that possession of such goods satisfies their ego.

4.1.5. Self-actualization needs

This is the uppermost need. One who reaches this stage, wants to achieve all that one is capable of achieving. In other words, a person wants to perform to his potentials. A man needs the self-realization and self-development and desire to be able to do something. Morality, recognition of facts, lack of partiality, imagination, freedom and problem solving these are all examples of self - actualization needs.

4.2 McGregor's X and Y Theories

Douglas McGregor developed two theories on motivation that explain the positive and negative qualities of an individual. So he named X and Y theory. This theory is briefly discussed below.

4.2.1. X Theory:-

The X theory is explained about the negative aspects of an individual. It is based on the following assumption.

1. People in general dislike work. They shirk their duties and are basically lazy.
2. Most people are unambitious. They are not voluntarily accepting any responsibility.
3. Most people deficiency creativity. They display no preference for learning anything new.
4. Satisfaction of physiological and safety needs unaccompanied for most people. Workers in general are only bothered about their salary, job security and other extrinsic factors.
5. At the work the employee needs to be closely supervised and watched.

Theory 'X' does not want managers to involve workers in the decision- making process. It expects the workers to work as per the directions of the managers.

4.2.2. Y Theory:-

1. People are not averse to work. Given the proper working conditions the workers would do their

work with kind of enthusiasm they show for their other activities like playing and eating.

2. Workers are motivated and they are forward to accept responsibility.
3. Workers need not be directed and closely supervised. They are good in what is called "Self-direction".

4.3. William Ouchi's "Z" Theory

William Ouchi's, a management expert from Japan developed this theory on motivation. He gave name 'Z' theory to it.

1. Lifetime employment should be granted to all employees in order to establish a strong bond between them and the enterprise.
2. In the matter of employee promotion, Ouchi favours horizontal mobility of employees instead of vertical mobility.
3. Financial incentives would motivate the employees only in the short-run.
4. Employees must be involved in the process of decision-making, particularly, on matters affecting their interests directly.
5. Within the enterprise employees must be frequently shifted from one job to another.

4.4. Herzberg's Two-Factor Theory

- Hygiene Factors
- Motivational Factors

4.4.1. Hygiene Factors

This factor helps to maintain a reasonable level of job satisfaction among the employees. These are:

- i) Company policies and administration
- ii) Type of supervision
- iii) Inter-personal relationships
- iv) Working conditions
- v) Salary
- vi) Job security and
- vii) Status

These factors are known as hygiene factors. It influenced the mental framework of the employees.

4.4.2. Motivational Factors

The motivational factors are also known as intrinsic factors. This will motivate the employees but their absence will not lead to dissatisfaction.

- i. Work itself
- ii. Achievement
- iii. Recognition
- iv. Advancement
- v. Growth and
- vi. Responsibility

4.5. McClelland's needs Theory

McClelland developed a theory on motivation by identifying three needs that induce people to work.

- Achievement need
- Affiliation need and
- Power need.

4.5.1. Achievement need

In any work place, only a few people will always have the desire to achieve. These are few people according to McClelland, exhibit the following characteristics are

- They fix a goal which is neither impossible nor too easy to attain.
- These people are indifferent to rewards. They are not work for money and recognition. They are satisfied with their problem solving or achieve a certain goal.

4.5.2. Affiliation need

The people with affiliation need want to be in the company of others. It is for this reason that informal groups are formed within a formal organization.

4.5.3. Power need

Power may be defined as the capacity of a person to influence others. Such a capacity may accrue to a person by virtue of his personality traits- his knowledge, skill, intelligence and so on.

4.6. Vroom's Expectancy Theory

Vroom's developed a theory on motivation called the 'Expectancy Theory'.

Motivation= Valence*Expectancy*Instrumentality

According to Vroom's theory, motivation is the sum of the products of valence, expectancy and instrumentality.

V. EMPLOYEE MOTIVATION AND PERFORMANCE

Managers need to find an inventive ways in which to regularly keep their employees motivated much in possible. Motivation is very important for every organization due to the reimbursements that it's able to bring. Such benefits include:

i. Human Capital Management

The enterprise can achieve its full prospective only by making use of all the financial, physical, and human resources. It is through the resources that the employees are get motivated to accomplish their duties. In this way, the company activates to gleam everyone to do their best to fulfill their tasks.

ii. Meet Personal Goals and Help an Employee Stay Motivated

Motivation is facilitate a worker realization his/her personal goals, and can facilitate the self-development of an individual employee. Once the employees see some unique goals, they understand the perfect link between effort and results, which will further motivate them to continue at a high level.

iii. Greater Employee Satisfaction

Worker satisfaction is more important for every organization, for this one factor can prime towards the progress or regress. In the absence of an inducement plan, employees will not feel ready to fulfill their goals. The managers are tried to find the empowerment through opportunities, promotion monetary and non-monetary, or incentives in case of incompetent employees.

iv. Raising Employee Efficiency

The employees' output level of the organization is not related to the abilities and qualifications. In order to get the actual finest results, the employee is desired to perfectly balance the ability and willingness. Such a balance is the most important factor to increase the productivity of organization, minor operational costs, and the overall improvement of organization is effective, and it can be achieved only through the motivation.

v. A Higher Chance of Meeting the Company's Goals

Any enterprises have its goals, which can be achieved only through the following factors

- There is a appropriate resource management
- The work environment is a cooperative to employees
- All employees are focused by their intentions
- Goals can be reached if collaboration and coordination are fulfilled as soon as over Motivation.

vi. Better Team Harmony

A proper work environment of the organization is focused on cooperative relationship is extremely important for an organization's success. Not only that it can bring the stability and profits, but employees are will adapt and more easily changed, fact which is ultimately in the company's benefit.

vii. Workforce Stability

The stability of personnel is extremely essential from a business point of view. The staffs are stay loyal in the enterprise for meet a sense of participation within the management. The abilities and influence of staff are used in their own advantage, but also in the benefit of the organization. This is the source for truthful public image in the market which attracts the competent and capable of individuals in the business enterprise.

VI. CONCLUSION

Now a day's the duties of managers in corporate world are multi-faceted. The managers not do the needs of familiar in finance, and information systems; the essential for the firm to grasp on organizational behaviour and psychology. They need to know how their people are thinking of what makes them do so. The managers are having awareness on their psychology in the job of the human resource department, but all managers of the organization has a responsibility to understand it. A key aspect of organizational psychology is motivating the employees.

At the first time, the association between employee motivation and performance appears to be quiet clear. Because every time we think a task to be essential and valuable to us, we act with the high level of commitment and enthusiasm to completion. However, the relationship between these two

things is in fact more complex. With that in mind, the managers need to bargain creative ways to keep their employees motivated as possible. Motivation is more important for every organization to improve the employee performance and productivity.

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