



THE ROLE OF MOTIVATION TO IMPROVE THE EMPLOYEES PERFORMANCE AT WORKPLACE

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Abstract

Unmotivated employees are likely to spend little or no effort in their jobs, avoid the workplace as much as possible, exit the organization if given the opportunity and produce low quality work. On the other hand, employees who feel motivated to work are likely to be persistent, creative and productive, turning out high quality work that they willingly undertake. In this paper we would like to emphasis on the importance of motivation in the workplace to improve the employee performance and productivity. Employers need to get to know their employees very well and use different tactics to motivate each of them based on their personal wants and needs. Most employees need motivation to feel good about their jobs and perform optimally. Motivation levels within the workplace have a direct impact on employee productivity. Workers who are motivated and excited about their jobs carry out their responsibilities to the best of their ability and production numbers increase as a result. Some employees are money motivated while others find recognition and rewards personally motivating. Even we would like to present the theories and techniques of the motivation in the workplace. Employee motivation has always been a central problem for leaders and managers.

Keywords: *Motivation Factors, Workplace environment, Employees, Performance, Productivity, Manufacturing Sector.*

Introduction

An incentive is a motivating influence that is designed to drive behaviour and motivate employees to be produce quality work. Recognition and employee reward systems identify employees who perform their jobs well. Workers who are motivated and excited about their jobs carry out their responsibilities to the best of their ability and production numbers increase as a result. Some employees are money motivated while others find recognition and rewards personally motivating. Most employees need motivation to feel good about their jobs and perform optimally. Public recognition is also a motivating factor that drives worker productivity. Acknowledging a job well done makes employees feel good and encourages them to do good things. Incentives drive employee motivation because they offer workers more to strive for than a regular pay check. Many employees need recognition from their employers to produce quality work. Motivation results from the interaction of both conscious and unconscious factors such as the intensity of desire or need, incentive or reward value of the goal, and expectations of the individual and of his or her peers. For example, to influence workers who are money motivated, an employer may implement a daily "spiff" that pays cash instantly to employees who meet short-term production goals. To achieve long-term production goals, an employer could implement a program that encourages friendly competition between workers to meet production numbers. Some employees are motivated through feeling a sense of accomplishment and achievement for meeting personal and professional goals. There are several ways employers can motivate employees and drive worker productivity. Because different factors influence workers in different ways, employers can utilize motivation strategies that encompass several techniques. Incentive and rewards have little effect on employees who feel motivated only when they are confident in their abilities and personally identify with their role within the organization. These individuals perform productively for the sake of the personal challenge their work provides. Many workers are self-disciplined and self-motivated. At the conclusion of the program, employers can publicly recognize top performers for a job well done.

History of Motivation

In the early 20th century, money was regarded as the most important input into the production of goods and services (Kreitner, 1995). However, after a series of researches, one known to be the "Hawthorne Studies", conducted by Elton Mayo from 1924-1932 at the Hawthorne Works of the American Western Electric Company in Chicago, it was observed that employees were not motivated solely by money but that employee behaviour was linked to their attitudes (Dickson, 1973, in Lindner, 1998). The Hawthorne studies began the human relations approach to management, whereby the needs and motivation of employees become the primary focus of managers (Bedeian, 1993). This paved way for other theories and definitions on motivation and performance at the work place.

Objectives of the Study

The study seeks to assess the role of motivation in the performance at workplace. In line with this, the study seeks to answer the following questions: The specific objectives of the study include the following:

1. To examine ways of motivating employees to put up their best;
2. To assess which factors motivate workers most;
3. To evaluate the role that motivation plays on workers performance and;
4. To establish a relationship between motivation and performance.



Research Methodology

The research is based on the secondary data collected through various resources like journals, books, and web sites. Initially the different working organization are visited and one to one interaction is done with employees to help regarding the research. As if communicated and explained about such research work to bank employees then they showed their interest to review such paper and told it will be beneficial in future to prepare new policies and plans. The research plan was descriptive. The research domain covers multiple companies and organizations such as public sector banks.

Motivational Theories

Some motivational theories are as follows:

- **Abraham Maslow's "Hierarchy of Needs Theory"** advocates that, once reached a basic level, a person can be motivated to advance to the next level. Physiological needs are at the bottom of this range, while self is on top.
- **According to Herzberg**, positive hygiene factors are accepted as they are by the employees and this can be motivating but not necessarily all the time.
- **McClelland and Alderfer's Motivation Theories** function similarly to the theory of hierarchy of needs of Abraham Maslow. Meeting the needs of motivation is to jump to a new level of motivation.
- **Vroom's Awarding Expectation and Fair Awarding Systems theory** states that if expectations are positive for growth performance of the employees will be more diligent and work more intensively with high motivation.
- **Goal Setting Theory** states that employees who seek the toughest jobs and higher goals will perform better and be more motivated than staff which resulted in less demanding tasks. In examining the factors affecting job satisfaction, it seems that the theories mentioned above can be useful, as it explains the extent to which organizations have to think of human resources responsible for the production of the production required by organizations to meet shareholder value.
- **Equity Theory of Motivation:** Equity theory recognises that individuals are concerned not only with the absolute amount of rewards they receive for their efforts, but also with the relationship of the amount to what others receive (Armstrong, 2010). Based on one's inputs, such as effort, experience, education and competence, one can compare outcomes such as levels, increases, recognition and other factors. When people perceive an imbalance in their outcome-input ratio relative to others, tension is created. The tension provides the basis for motivation, as people strive for what they perceive as equity and fairness (Robbins, 2005). One of the prominent theories with respect to equity theory was developed through the work of J.S. Adams. Adams' theory (Adams, 1963) is perhaps the most rigorously developed statement of how individuals evaluate social exchange relationships (Armstrong, 2010). The major components of exchange relationships in this theory are inputs and outcomes. In a situation where a person exchanges his or her services for pay, inputs may include previous work experience, education, effort on the job and training. Outcomes are those factors that result from the exchange. The most important outcome is likely to be pay with outcomes such as supervisory treatment, job assignments, fringe benefits and status symbols also taken into consideration.

Conceptual Framework of Motivation

Employers need to get to know their employees very well and use different tactics to motivate each of them based on their personal wants and needs. There has been a lot of research done on motivation by many scholars, but the behaviour of groups of people to try to find out why it is that every employee of a company does not perform at their best has been comparatively unsearched. That this is an issue of vital importance to the prosperity of commercial organizations is emphasized by Lawler (1973): "Those individual behaviours that are crucial in determining the effectiveness of organizations are, almost without exception, voluntary motivated behaviours". Unmotivated employees are likely to spend little or no effort in their jobs, avoid the workplace as much as possible, exit the organization if given the opportunity and produce low quality work. On the other hand, employees who feel motivated to work are likely to be persistent, creative and productive, turning out high quality work that they willingly undertake. The word motivate is frequently used in the context of management as a transitive verb: motivation is by implication something done by one person or group to another. Whilst there is general agreement in the literature about these three components of "motivation" (eg: Korman 1974, Kanfer, 1990), the nature and place of motivation in a work-related context has been the subject of a long and developing study. Motivation concerns that "psychological processes that cause the arousal, direction and persistence of behaviour" (Ilgen and Klein, 1988. Many things can be said to answer this question; the reality is that every employee has different ways to become motivated. Theories have been propounded, tested and superseded at a pace which has left organizational practice often several steps behind the researchers. Inspiring employee motivation requires much more than the old-fashioned carrot- and-stick approach. Today's manager needs to understand the reasons why employees work and offer the rewards they hope to receive. Motivated employees have a drive to succeed no matter what the project. Managers cannot "motivate" employees, but they can create an environment



that inspires and supports strong employee motivation. Motivation is therefore about what a person wants and about his emotional state, which drives him in the direction of achieving what he wants (Mullins, 2010). The conceptual approach to motivation is therefore based on the idea that individual needs or expectation results in the behaviour or action that drives him or her to achieve desired goals which provide fulfilment in the individual.

Productivity through Motivation

Productivity literarily means the rate of power to produce, but productivity from the management or economic point of view is the ratio of what is produced to what is required to produce it. From an organization point of view, motivation deals with everything that a manager knows or can use to influence the direction and rate of individual's behaviour towards. Although this question cannot be answered with a definite statement, but among other factors, motivation is important for enhancing level of job commitment of workers, which invariably leads to a higher productivity of the workers. It is then necessary for motivation of the workers in organization to be enhanced in order to increase productivity. In principle, any input can be used as the denominator of the productivity ratio. Adams and Jacobson (1964) suggest that motivation deals with all the conditions that are responsible for variation in the intensity, quality and direction of behaviour. Simply put, productivity is the act of producing or bringing into being commodities of great value or adding to the wealth of the world. This highlights the importance of understanding the theory and application of motivation to manage human resources (Amar, 2004). One then wonders what the basic prerequisites of workers' productivity are. On the other hand, motivation is a word that is rather cumbersome to define in a meaningful manner. This study is therefore designed to find out the link between the extents to which various motivation strategies encourages the worker to improve their job commitment and increase their productive capacity. Against this background it is necessary to look for a way through which the morale of workers can be improved which will at the end, enhance job commitment with an improvement on the standard of living of people, and increase in wealth of individuals and development of the society. It is widely believed that when a worker is highly motivated, this goes a long way in improving organizational productivity, effectiveness and efficiency. The relationship between motivation and productivity is more substantial than simply a psychological connection. We all have a task to motivate ourselves to do what we think we should do. An overwhelming amount of energy is expended in trying to get people to do what we want them to do. Communication is that cement which make organization. Employee motivation and performance are key factors in moving a small business forward. Owners, managers and supervisors know positive motivation leads to better performance and higher productivity but may rely on the wrong tools. Microsoft Business states the conundrum as "using monetary and other rewards to improve motivation is a simple idea, but doing it fairly and effectively can be challenging. "Some of important techniques are as follows;

- **Reinforcement:** Essentially the two types of reinforcement are positive and negative. Positive reinforcement is using beneficial incentives to boost morale and productivity, such as performance based bonuses, sales commissions, achievement rewards, pay raises and promotions. Negative reinforcement is using unfavourable tools to achieve desired results, such as bad performance reviews, verbal and written warnings, suspension, pay reduction or dismissal warnings.
- **Benefits:** Benefits as motivators can boost job performance. Pay raises, bonuses, stock options and profit sharing are examples of positive motivators. These motivators reward employees for not only doing their job, but doing it well and with enthusiasm. However, these motivators are to retain normal levels or morale but do not necessarily increase overall motivation levels. Management Help includes money as a myth of motivating small business employees as "things like money, a nice office and job security can help people from becoming less motivated, but they usually don't help people to become more motivated."
- **Employee Input:** Regularly engage your small business employees on issues that affect productivity and morale. Being engaged imparts parity and demonstrates your ability to be an effective leader as one in touch with employee concerns. NOLO suggests asking employees for ways to improve working conditions: "if the answer is better lighting, or a more efficient computer, or a chance to work at home one day a week, you can often reward the employee by following through on the request."
- **Considerations:** According to Accel Team, research consistently shows that employees who are well motivated perform better and add value to a small business. However, "the inverse also holds true." Meaning unmotivated employees produce less and do not substantially contribute to businesses.

Motivational Strategies to Enhance Performance

Research suggests that individuals are motivated to perform well when the work is meaningful and individuals believe they have responsibility for the outcomes of their assigned tasks. Pay-for-performance incentives are often utilized in the private sector to encourage competition among and within team, but such a model may not be directly applicable to the public sector, as resources are often tighter, and money may not be the primary source of motivation for those with an ethos of public



service. It is recommended following suggestions which may help to improve productivity among workers. Accomplishing goals that challenge employee creativity and problem-solving skills can improve performance, enhance employee self-confidence, and improve job satisfaction which can outweigh a one-time monetary award (Perry, Mesch, &Paarlberg, 2006. Goal setting should be followed by regular and thorough feedback given by supervisors on employee's goal achievements. By setting goals, employees obtain a clear strategy for their own professional development, which creates greater satisfaction and motivation (Ambrose &Kulik, 1999. We propose developing challenging goals and timelines together with employees. Specific and challenging goals can lead to higher levels of performance, productivity, and creativity which in turn is linked with an overall stronger commitment to the organization (Perry, Mesch, &Paarlberg, 2006. Goals should be challenging but also attainable. Complex and abstract goals may lead to decreased work performance and negatively impact employee morale.

Create Organizational Learning Opportunities

We have found that merit pay and pay-for performance systems yield little positive results on employee performance or learning opportunities, yet a system of progressively giving employees more complex tasks can stimulate employee learning and consistently improve employee performance. Organizational learning opportunities can also challenge an employee to think more expansively about their own personal goals (Perry, Mesch, &Paarlberg, 2006. It is recommended, implementing a variety of awards such as team awards, individual recognition based on extraordinary performance, and rewards for all employees for their achieved goals. In order to strengthen teamwork, praise employees for performance that benefits the team. According to Bob Behn some hard working employees might feel treated unfairly and lose their work spirit or develop resentments to other employees and the team.

Utilize Group Incentives as Well as Individual Incentives

Organizational learning and employee personal growth are impacted by the incentives offered in the work environment. Organizations can integrate learning opportunities through setting goals that allow employees to engage in problem solving and knowledge acquisition. Goal setting should be challenging and achievable, goals can also promote learning opportunities. Awarding only a few people with rewards might be counterproductive.

Importance of Motivation

Motivation of employees is one function which every manager has to perform along with other managerial functions. Motivation acts as a technique for improving the performance of employees working at different levels. Motivation is necessary as human nature needs some sort of inducement, encouragement or incentive in order to get better performance. Motivation of employee's offers may benefits to the Organisation and also to the employees. Motivation is useful in all aspects of life and even our family life. This clearly suggests that motivation is extremely important. A manager has to function as a friend and motivator of his subordinates. This technique can be used fruitfully for encouraging workers to make positive contribution for achieving organizational objectives. This suggests the importance of motivating employees. Motivation occupies an important place and position in the whole management process.

Increase Motivation at the Workplace

Improving employee motivation does not necessarily take more money, as long as you are willing to be flexible and think creatively. Keeping employees motivated is an important element of not only getting the most out of your employees, but also in retaining your best employees? The best employees are always in high demand, and will change companies if they are not kept motivated at work, according to an April, 2009, article in Bloomberg Business-week.

Improve Communication

Line managers can improve motivation by making sure they talk to their employees in person and not rely strictly on email. Setting aside time each day to talk with employees can help employees feel more involved.

Personalize Employee Recognition

If you run an employee recognition program, you can make this more motivational by allowing employees to choose their own rewards. Companies, such as Houston-based BMP, run employee recognition programs for other businesses that allow employees to choose from a menu of rewards, such as tickets to a concert, gift certificates to shops or extra time off.

Begin an Employee-Shareholder Program

If your company is traded on the New York Stock Exchange, you can help employees feel they are a part of the company by allowing them to own part of the company. Permit employees to buy shares in the company at discount prices or give them shares in a restricted share program, which allocates certain shares specifically for purchase by employees.



Increase Responsibility

Employees who are given more responsibility will feel a greater ownership in the business and will be more motivated to work harder to make the business succeed. Make sure your employees have the opportunity to take responsibility for projects. Offer employees training opportunities to improve their skills.

Institute a Flexible Work Schedule

Some employees may prefer to work hours that suit their lifestyle or family situation. By offering options for flexible working, such as job sharing, telecommuting and flex-time, you can improve employee motivation and retain employees who need a job that is not necessarily 9 to 5.

Reward Good Work

Workers at Nucor Steel, which has plants throughout the United States, including two within a few hours' drive from Houston, are paid, in part, based on the quality of their work. Workers can earn a bonus based on the output of their shift, and bonuses are paid out each week. Employees at Nucor are motivated to constantly do the best they can because the reward is immediate.

Conclusion

Managers must know why their people behave the way they do, so that these buttons can be pushed at the manager's discretion. Making sure managers are aware of this psychology is the job of the human resource department, but all managers of the organization have a responsibility to understand it. With that in mind, managers need to find creative ways in which to consistently keep their employees motivated as much as possible. Not only do managers need to be versed in finance, economics, and information systems; it is now essential for them to have a firm grasp on organizational behaviour and psychology. Motivation is very important for every company to improve the employee performance and productivity of the organization. A key aspect of organizational psychology is motivation. Practical ways of applying these theories to real people will be considered. They must know how their people think and what makes them do so. When looked upon the first time, the link between employee motivation and performance seems to be quite obvious. A motivator is that which impels or compels an individual to act toward meeting a need.

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