

International Journal of Scientific Research and Reviews

Impact of Motivation on Employee's Performance / Productivity

Sheopuri Anuj^{1*} and Sheopuri Anita²

¹Associate Professor, Bansal Institute of Research & Technology, Bhopal- 462 016 (India)

²Assistant Professor, VNS Business School, Bhopal- 462 016 (India)

ABSTRACT:

Motivation is the force that draws you to move toward something. The term motivation derived from the Latin word "movere", meaning to move. It comes from desire / curiosity within yourself or it can be from an external force urging you on. Motivation involves assemblage of closely related beliefs, perceptions, values, and interests. Motivation can be manipulated through certain instructional practices, as per the situations, by using both positive and negative styles. Even the rewards may either encourage or diminish motivation, as it depends on the type of rewards given and the context for which they are awarded. Employees may be motivated on the job by many things, such as a sense of achievement, recognition, promotion, responsibility, and personal growth, etc. When workers lack motivation they tend to resort to anti-work behaviors such as absenteeism, negligence of duty, late-coming, failure to meet deadlines, display of open frustration and all these factors work negative to the performance and credibility of an organization. Organizations need to place all efforts to ensure that incentives such as intrinsic motivators, extrinsic motivators and performance management approaches are used in order to retain, attract, increase workers efforts, satisfaction and commitment.

Motivated employees are the valuable asset which delivers huge value to the organization in maintaining and strengthening its business and profit growth. Goal setting is enormously important to motivation and success. It should be kept in mind that motivation which comes from within really makes the difference. An attempt is made in this article to identify strategies that management can pursue to motivate employees to improve their performance. The key to sustained survival and organizational success lies not only in the rational, quantitative approaches, but more to the commitment of employee's involvement and motivation to work.

KEY WORDS: Motivating Environment, Job Design, Performance Management, Performance Appraisal System.

***Corresponding Author:**

Dr. Anuj Sheopuri

Associate Professor, Bansal Institute of Research & Technology, Bhopal

E - 1 / 172, Arera Colony, Bhopal - 462 016 (India)

Mob. No. - 9039908057 / 9826352999

E Mail - dr.anujsheopuri@gmail.com, anitasheopuri@gmail.com

INTRODUCTION:

In today's highly competitive market, the success of any company can be determined by how well they are able to utilize and activate their resources to give them the best results. Managers must ensure that companies should have enough competent personnel that are capable to handle the task. To optimize employee's performance there is need for the employees to be amply motivated. Various organizations are competing to survive in this ever increasing challenging and unstable market environment. Motivation and performance of employees are powerful tools for the long-term success of the organization. People have an instinctive dislike of work and tend to evade it whenever an opportunity arises, they are inborn selfish, apathetic to the needs of the organization, peoples efforts need to be directed through motivation, controlling their actions and modification of their behavior so as to fit organizational needs. Employees need to be directed to take accountability that has little or no ambition but above all everything they seek is security of the job. Due to the lazy intrinsic nature of human beings they are not able to perform well in their own program. In order to make people to achieve the organizational goals they need to be rewarded, coerced, or threatened with penalty. On the other hand less motivated employees are less performant and tend to divert from attaining organizational goals. Motivation as incentive systems develop capacities and translate developed capacities into better performance¹.

One of modern organization's major obstructions arises in the question of how the way people should work and think to improve performance to ensure that the business meets its targets. If one understands performance management and its aspects, it will influence the performance. It is now the job of the HR manager, how well he / she motivate the employees. The level of the performance shown will be the parameter to determine, how well they are molded. Motivation is the systematic process by which an organization involves its employees as to improve organizational effectiveness by continually monitoring the performance and matching them with the standards / benchmarks. Management should ensure that performance measurements are valid and not based on personal bias. To be legitimate, performance measurement should be as objective as possible. Whenever possible, measurements should involve quantification of variables. There is a general belief that money only plays vital role for motivating a person / employee; the general problem inherent in the organization are irregular promotional structure, lack of recognition, and poor working conditions / environment, etc. All these tend to dampen workers morale and thus affect their productivity. Managers cannot rely solely on the

manipulation of pay to encourage workers to perform effectively and efficiency. It is the responsibility of the management to provide a safe, and secure, working environment to its employees, so that mentally and physically they should not be interrupted in doing their jobs².

A motivating environment produces a satisfied employee, which in turn may make many employees happy. A good and inspiring environment exists with conditions of high standards, clear objectives, adequate training, effective leadership, and rewards, etc. The key for motivating employees is that not all employees are the same. As, all the employees have different culture, background, qualification, and perception, etc. In order to achieve motivation, managers must know each employee and he should practice wide range of motivational techniques available on the employees. For having motivated employees, we should create an amicable environment and work for the development of it, so that automatically the employees get motivated. The purpose of a motivating environment is to encourage every employee of an organization to get self motivation to contribute his best effort to the job at all times. A motivating environment is not a tolerant environment, but one where the expectations of each employee are for their best work within their capability³.

Employees are motivated by learning and should likewise be motivated to learn. Workers should be offered regular opportunities to attend conferences in their field, seminars, or in-house training programs. When a manager delegates work to an employee, he or she should be sure the employee understands all of the standards of the assignment. Employees may get angry and frustrated if they do not know how to do the job. They want and need to be able to trust their leaders and know that what the leader tells them is true. It is important for supervisors to have integrity and to earn the trust of their employees. Motivation can be either intrinsic or extrinsic. Intrinsic motivation stems from motivations that are inherent in the job itself and which the individual enjoys as a result of successfully completing the task or attaining his goals⁴. While extrinsic motivations are those that are external to the task of the job, such as pay, work condition, fringe benefits, work environment and conditions of work, etc. Such tangible motivations are often determined at the organizational level, and may be largely outside the control of individual managers. Individuals compare their performance and compensation against their co-workers' performance and compensation and act to correct any inequities. Pay-for-performance plans are designed to link specific performance goals with employee compensation. Performance measurements may include individual or team goals, departmental objectives, or overall organizational profit. Having an efficient performance management process and tools is essential for employee

motivation for high performance. The extent of performance management is apparently very broad, which is why performance management must be viewed within an enterprise as a tool to improve on employee motivation for high performance⁵.

Conservative theories of motivation suggest that people tend to be motivated with the intention of fulfilling their unfulfilled needs, i.e. they exert effort hoping that their needs will be satisfied. However, contemporary theorists do not focus only on the need based concept but also they emphasize on long term goal, sense of fairness, and employee's values. However, both conventional and contemporary theories of motivation recognize the significance of employee motivation in the workplace. Need theories attempt to pinpoint internal factors that energize behavior? Needs as defined previously are physiological or psychological deficiencies that arouse behavior. These needs can be strong or weak and are influenced by environmental factors. Thus, human needs vary over time and place. Many studies had been carried out on the issue of motivation. The theories of motivation seek to rationalize why certain employees act or do things in a certain way rather than others. For the purpose of this research the following theories to be vital in this study: the Maslow's hierarchy of needs, Herzberg and McClelland theory⁶.

Incentive systems are an important part of organizational motivation and are central to helping diagnosticians understand the forces that drive the organization. Organizational incentives refer to both the reason for staff to join an organization, and the way an organization rewards and punishes its staff. Incentive systems can encourage or discourage employee and work group behavior. Organizations must continually seek ways to keep their employees and work groups engaged in their work, motivated, efficient and productive. An organization's success can depend on its ability to create the conditions and systems (formal and informal) that lure the best people to work there. Also, a good incentive system encourages employees to be productive and creative, fosters loyalty among those who are most productive, and stimulates innovation⁷.

TO MOTIVATE:

Be realistic and precise in assessing the capabilities of the organization and the system. It is unrealistic to think that each and every thing is inconsequential and manageable. Everyone has strengths and weaknesses. Below mentioned are some techniques, through which one can inspire the subordinates.

Work Environment – It is an essential part in motivating employees, as this is the environment in which they will work. Employees want to work in an environment that is prolific, respectful, provides a feeling of completeness, and offers friendly setting. If such moderate and simple surrounding is not provided, this will hamper the growth of the organization⁸.

Responsibilities - Given that one feels proficient to perform in a more challenging capacity and has previously demonstrated such competencies, an employee may feel a need to seek additional responsibilities and be rewarded in a fair and equitable manner. In this delegation of work comes into forefront, in this way the subordinate will be assigned a task for which he will be responsible and accountable. Through this autonomy of work culture, he will be motivated⁹.

Supervision - Managers should teach, and develop others. By supervision, the seniors will have a close watch over their subordinates, in what manner they are doing the job, in case and in times they may interfere by suggesting / guiding the correct path / course of action.

Fairness and Equity - Employees want to be treated and rewarded in a fair and equitable manner regardless of age, gender, and geographic location, etc. It should be taken care of that higher performance employees also expect to be rewarded more significantly than their counterparts who provide output at or below the norm. The employee's effort and performance at a particular level is influenced by her / his individual goals and objectives and which would vary by each individual.

Employee's Development - Employees prefer to function in environments that provide a challenge, offer new opportunities, offers opportunities for advancement and personal development based on success and demonstrated interest in a particular area.

Feedback - Individuals prefer to have timely and open feedback from their supervisors. This feedback should be an ongoing process during the year and not limited to formal performance reviews once or twice per year. In addition, the feedback should be from both the employee and the supervisor.

Motivated employees are inclined to be more productive than non-motivated employees. Most organizations take pains to motivate workers but this is normally easier said than done. Employees are having different like's dislikes and needs, thus they are motivated by different things. If the manager encounters failure, he / she should change the plan / technique.

An organization's reward system is the way by which it encourages and discourages certain characteristics of the employees, because some workers do not produce the quality of work or maintain the level of productivity which they are capable of. The reward systems of employees have arrangements to distinguish the employee's output which will provide a base for differentiation of pay, and other forms of rewards. The reward system consists of financial rewards (fixed and variable pay), if correctly designed reward systems can lead towards the best behavior. On the other hand, if incorrectly designed, reward systems can lead to the steady decline of an organization.

In order to be effective, management should be anxious for the job design, it should incorporate environmental dynamics, and individual preferences. Job enlargement, job enrichment, and the job characteristics model are three methods that can be used in the process of designing motivating jobs. Employers and managers must also realize that sometimes it becomes necessary to take a break from the job. This helps to reduce stress that can build up in a person who is faced with a high degree of job enlargement. Friendships can also be made during these periods of relaxation. This is possible through company gatherings and / or parties. Some examples of motivators used by various organizations include educational assistance programs, stock options, and savings plan benefits. All of these represent long-term programs that are specifically designed to increase worker satisfaction and effectiveness. There is no shorter cut to it than getting the management committed to its success. As a first step, managers at various departments should examine themselves and be clear in their minds what they want, and what their own roles should be in the organizational setting. Furthermore, managers should be sensitive towards employee's need, abilities and traits and should refrain from applying a blanket treatment. It should be noted that highly motivated employees are likely to go extra distance for you.

CONCLUSION:

The importance of reward in the day today performance of worker's duties cannot be over emphasized, especially when it comes to being rewarded for a job done. Each organization has a distinct personality; managers should try and remove the causes of job dissatisfaction and motivate employees. Study shows that the employee motivation has direct impact on productivity and growth. A highly motivated employee invests the hard work and diligently fulfils the assigned duties and responsibilities. Improved job performances of the employee will add value to the organization itself and to the employee's productivity. Employee will trust the organization, thus organizations can live and grow.

Some employees are motivated by monetary benefits and some are motivated by recognition, it is very difficult to judge the employee, it is the duty of the organization to consider its employees as expensive and valuable assets to get a cutting edge over a business. The management should not consider, employees as liabilities, rather they should take as a vital resource which needs greater attention and constantly developed. The key to sustained survival and organizational success lies not only in the rational, quantitative approaches, but more to the commitment of employee's involvement and motivation to work. It is rightly said that money is a motivator but money alone will not adequately or exhaustively solve the problems of motivation for employee high performance in a company.

REFERENCE:

1. Allison D. B., Silverstein, J. M., & Galante V. Relative effectiveness and cost-effectiveness of cooperative, competitive, and independent monetary incentive systems. *Journal of Organizational Behavior Management*, 1992; 13(1): 85-112.
2. Anthony Robert. N, Govindarajan Vija. *Management Control Systems* 12th edition. McGraw-Hill, Inc. 2007.
3. Bose, Chandra. D. *Principles of Management and Administration*. Prentice Hall of India Limited. 2004.
4. Boswell, W. R. and Boudreau, J. W. Employee satisfaction with performance appraisals and appraisers: The role of perceived appraisal use. *Human Resource Development Quarterly*, 2000; 11 (3): 283.
5. Britt, Thomas W "The Effects of Identity –Relevance and Task difficulty on Task Motivation, Stress, and Performance". *Journal of Motivation and Emotion*, 2005; 29: 189-202.
6. Dwivedi, R.K . *Organizational Culture and Performance*. M.D Publication Pvt. Ltd. 1995.
7. Krishnamurthi, Kavita. *Human Resource Management: Concept and Planning Global Vision Publishing House Inc*. 2006.
8. Tietjen, M. A. & Myers, R. M. 'Motivation and job satisfaction', *Management Decision*, 1998; 36(4): 226-231
9. Pattanayak, Biswajeet. *Human Resource Management* 3rd Ed. PHI Learning Pvt. Ltd. 2005.