

MOTIVATION THEORIES TO MAKE EMPLOYEES EFFICIENT IN BUSINESS ORGANISATION

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Abstract: Motivation is such a scheme which is applied to inspire, increase stamina and work ability by mentally conciliating the employees or workers to their work or job in an organization. Motivation is a human psychological characteristic that contributes to a person's degree of commitment. Motivation refers to the resolution of achieving a goal, marked by a goal directed behaviour. For any organization to operate smoothly and without any interruption, employee cooperation cannot be replaced with anything else. It is of utmost importance that the employees of an organization not only have a good relationship with the top management, but also, they maintain a healthy and professional relationship with their co-workers. Motivation is responsible for upliftment of employee performance. When the employees will get some extra drive and exertion, it is bound to ameliorate their typical standard of performance. Motivation should be an important tool to attain organizational goals most effectively.

Keywords: Employee, Decision making, Motivation, Efficiency, Organizational goals and Job satisfaction.

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Along with perception, personality, attitude and learning, motivation is an important part of understanding behavior. defines motivation as, "a process that starts with a physiological deficiency or need that activates a behavior or drive that is aimed at a goal incentive". state that in a system sense, motivation consists of these three interacting and interdependent elements, i.e., needs, drives, and incentives. Organizational goals are unattainable without enduring commitment of the members of the organization. Motivation is a human psychological characteristic that contributes to a person's degree of commitment. Motivation refers to the resolution of achieving a goal, marked by a goal directed behavior. When we refer to someone being motivated, we imply that the individual is trying hard to perpetrate a certain task. However, motivation alone can't suffice what we require to consummate that task with utmost efficiency. Ability – having the skill and knowledge to perform that task is also significant in this regard. Sometimes it becomes the determinant of effectiveness

Employees are always directly influenced by motivation to satisfy their esteem, physiological safety, social safety, psychological and self-actualization levels. Herzberg defined job satisfaction as recognition, responsibility, and opportunity for advancement as employee motivation factors. Separating satisfiers and dissatisfies he identified dissatisfies as hygiene factors that influences health, comfort and social wellbeing. Removal of these factors will result in dissatisfaction of employees. Hygiene factors include company policy, interpersonal relations, working conditions, salary or job security

Decision making autonomously motivates the employees to be aware of his rights in an organization. It favours the employee to maintain a higher degree of constancy between their ideas and works. By relating the motivational process and career exploration. i) Career exploration varies in the way that individual develops and sustains motivation, ii) Autonomy and control orientations were positively related to self-exploration and in the utility of career decision making exploration, iii) Internal locus of control was the highest predictor of career exploration as one of the most important prediction, decision making allows the employees to realize their own identity and actions. Employees are influenced by both internal and external forces, but the impact of these forces depends a great deal on their own levels of internal and external locus of control.

Productivity is the ratio of output or production capacity of the workers in an organization. The ultimate essence of motivating employees is to meliorate productivity. An effective employee is a combination of a good skill set and a productive work environment. Companies rely on employees to produce and deliver high-quality products and services. Employees are impacted by a variety of forces both internal and external as they attempt to perform their job duties. This is directly related to productivity.

Organizational goals, organizational performances and job satisfaction

For any organization, the main reason behind running activities is to achieve organizational goals, a level of performance set up in terms of different factors. Organizational performance plays the principle role in attaining such goals. Some believe it is simply how content an individual is with his or her job, in other words, whether they like the job or individual aspects or facets of jobs, such as nature of work or supervision. Meeting personal goals help an employee stay motivated and feel about them to continue to produce. By improving proficiency and employee connection motivation helps to improve performance and thus achieving organizational goals. As a psychological catalyst motivation turns the spirit to embodied object. Organizational effectiveness is an extent up to which, the organization fulfils its goals using certain resources and with placing strain on its members. It also helps to ensure the operative use of human resource, gratification of employees, mutual consistency, and durability of workforce which are important factors for attaining the organizational goals, smoothing organizational performance and thus bringing about job satisfaction.

An organisation consists of many groups of individuals without whom it cannot survive. Two of the most important groups are the managers and the workers. It is the duty of the manager to plan, organise and coordinate the tasks of the workers. The organisation expects all the groups participating to give their best in making the organisation a success.

Motivation is the term used in management theory to describe forces within the individual that account for the level, direction and persistence of effort expended at work. Simply put a highly motivated person works hard at a job, an unmotivated person does not. A manager who leads through motivation does so by creating conditions under which other people feel inspired to work hard. A highly motivated work force is indispensable if high performance outcomes are to be achieved consistently in organisations. People's behaviour is determined by what motivates them. Their performance is a product of both ability level and motivation.

A reward is a work outcome of positive value to the individual. People who are successful in attaining the goals and objectives of the organisation are in turn rewarded. Extrinsic rewards are externally administered. They are valued outcomes given to someone by another person such as a supervisor or a high level manager. Extrinsic rewards include pay bonus, fringe benefits, security and time off. Intrinsic rewards are self-administered. They occur naturally as a person performs a task. The major sources of intrinsic rewards are the feeling of competency, personal development, and self-control people experience in their work. Needs are the unfulfilled physiological or psychological desires of an individual. There are many ways to creatively link rewards and performance in the work place. The managers must clearly understand what people want from the work (needs of people) and allocate rewards to satisfy the interest of both individual and the organisation. In the modern competitive world, business organizations are facing ever-growing challenges regarding commitment, engagement, belief, recruitment and retention of their employees. Motivation can be referred as a combination of motive and action.

THEORIES OF MOTIVATION

Maslow's hierarchy of needs: Human behaviour is goal-directed. Motivation cause goal-directed behaviour. It is through motivation that needs can be handled and tackled purposely. According to Maslow's Hierarchy, needs were categorized into 5 types/ levels from lower to higher order of needs. Individuals must satisfy lower order of needs before they approach higher order. Satisfied needs will no longer motivate. Motivating a person depends on knowing at what level the person is at of hierarchy.

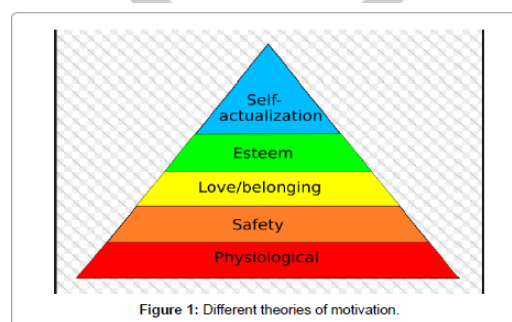


Figure 1: Different theories of motivation.

a. Lower Order (External): Physiological, Safety etc.

b. Higher Order (Internal): Social, Esteem, Self-actualization etc.

c. Physical needs: Need for food, water, shelter, clothing, sexual satisfaction etc.

d. Safety and security needs: Need to be free from physical danger and the fear of

e. Social needs: Need for love and affection, acceptance by fellows and the like.

f. Ego-need: Need for power, prestige, status and self-confidence.

g. Self-actualization need: Desire to become what one is capable of becoming-to maximize one's potential and to accomplish something's.

McGregor's theory X and theory Y: (a). Theory X assumes that, workers have little ambition; dislikes work, avoid responsibility and require close supervision. People don't like to work and try to avoid it. So, managers have to control and threaten people to get them to work. People prefer to be directed and tend to resist change. People are gullible and not bright.

(b). Theory Y assumes that, workers can exercise self-direction, desire responsibilities and like to work. People don't naturally dislike work and work is natural part of their lives. People are internally motivated to reach objectives to which they are committed to. People are also committed to goal attainment. They will both seek and accept responsibility under favorable condition. People have capacity for innovation in solving problems. According to this theory democratic management is preferable.

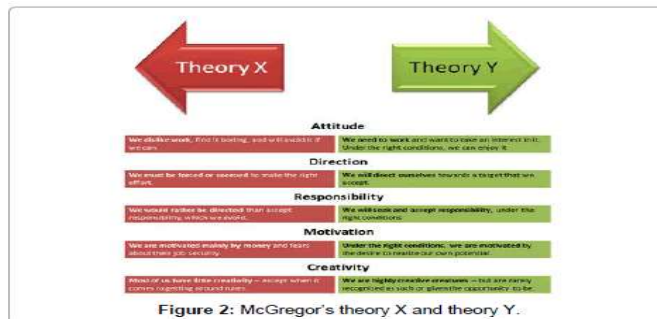


Figure 2: McGregor's theory X and theory Y.

Herzberg's motivation hygiene theory: Job satisfaction and dissatisfaction are created by different job factors. They are:

a. Motivators: Achievement, Recognition, Work itself, Responsibility, Advancement, Growth etc.

b. Hygiene factors: Supervision, Company policy, Relation with supervisors, working condition Salary status, Security, Relation with peers, Subordinate etc.

Three needs theory: McClelland's three needs theory refers that; every person has one of three driving motivators. Those are the need for achievement, affiliation or power. They aren't inherent; we develop them through culture and life experience.

Goal setting theory: The basic assumption of goal-setting is that goals are immediate regulators of human actions. This theory refers to effects of setting goals on subsequent performance. Individuals who set specific, difficult goals performed better than those who set easy and simple goals. Some of the important features of this theory are: The willingness to work for attainment of goals, Specific and clear goals, Specific and challenging goals, Better and appropriate feedback of the results etc.

Reinforcement theory: This theory refers that we can change anyone's behaviour by using reinforcement, punishment and extinction. Rewards are used to reinforce behaviour we want and punishment to prevent behaviour we don't want. Extinction is to stop someone from practicing learned behaviour at all.

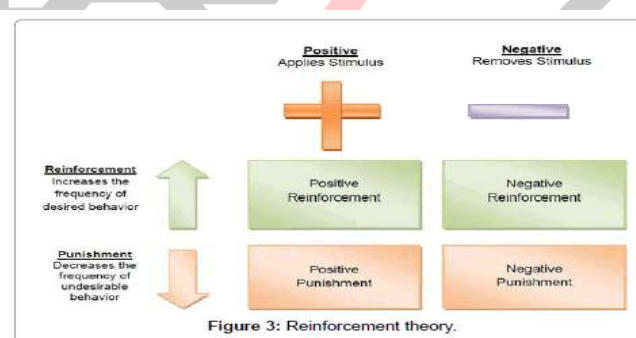


Figure 3: Reinforcement theory.

Equity theory: Equity theory is a theory that centres on perceived fairness of an individual. An employee reflects on how much effort he has expended and compares this to what he has got from it. Based on the idea that, individuals are motivated by fairness and if they find or identify the inequity in the input or output ratio of themselves and their referent groups then they will seek to adjust their input or output to reach their perceived equity. External equity arises when employee use comparisons to others who have the same job but work in different organizations. Internal equity occurs when employees compare themselves to others who have different job but work in the same organization.

Vroom has suggested that performance can be thought of a multiplicative function of motivation and ability. $\{P=F(M.A)\}$. The model of motivation is based upon a definition of motivation as "a process governing choices made by persons or lower organisms among alternative form of voluntary activity". It is evident that an employee's ability only partially determines his output or productivity. The other major determinant is his motivation level. "Psychological forces that determine the direction of a person's

behaviour in an organization, a person's level of effort and a person's level of persistence". It is from the book by Jones and George "Contemporary Management" that the motivation plays a vital role in the management field; both theoretically and practically. It is said that one of the important functions of human resource manager is to ensure job commitment at the workplace, which can only be achieved through motivation. There is general agreement that people are motivated in situations where (1) they can participate, (2) they can feel accomplishment and receive recognition for their work, (3) where the communication is frequent and (4) there are opportunities for career and knowledge growth. "A central concern of industrial relations is the identification and measurement of factors associated with individual differences in employee job performance." And this identification and measurement are the basic function of motivational factors or tools. Motivation is crucial for good performance and therefore it is increasingly important.

Motivation is about giving staff the right mixture of guidance, direction, resources and rewards so that they are inspired and keen to work in the way that you want them to. So, a large portion behind these difficulties can easily be solved by imparting proper motivation. In the fierce era of competition, organizations now-a-days are more emphasizing on the management of Human Resources. A manager capable of managing his employee effectively is a successful one. Motivational tools are the most effective in this context. It is remembered that employees are not motivated solely by money and employee behaviour is linked to their attitudes.

Any Institution faces the challenges of employee retention, high cost of recruitment, training, rising competition, increased rules & regulation by the government and high rate of technological growth. Also, from the perspective of employee, they feel demotivated and overworked. We should find out at what level employee engagement in decision making can motivate the employees to not only ameliorate their diligence but also their perseverance and resolution.

CONCLUSION:

It is concluded that the factors (Extrinsic factors, Job enrichment and performance appraisal, Relationships and job security, Authority in decision making, Growth opportunity etc.), pragmatically dominates employees' will to perform and achieve goals of the respective organization. The factors considered under Extrinsic motivation are salary, monetary incentives and compensation package; the factors considered under Job enrichment and performance appraisal are work environment, responsibility, promotion and recognition and appreciation for work done; the factors considered under Relationships and security are relationship with superiors, peers and job security; Moreover, Authority to make decisions, Growth opportunity and prospects were also considered. The result evidently represented the tangible sorting of how motivation is responsible for upliftment of employee performance. It can easily be acknowledged that the connection between motivation and performance is quite natural if not obvious. When the employees will get some extra drive and exertion, it is bound to ameliorate their typical standard of performance.

It can certainly be used very effectively to improve the present scenario of motivation in different sectors of our country. It will help to establish a firmer grip on not only organizational behaviour, but also employee psychology. Motivating your employees is a delicate and purposeful challenge.

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