



## FACTORS AFFECTING MOTIVATION

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**ABSTRACT**

Research on motivation has attracted academic, corporate and other fields (likesports, teaching and transportation)over the last two decades. In any organisation employees motivation is the key factor for organisational performance for achieving organisational goals. Previous studies have shown positive impact of motivation and job satisfactionon organisationalperformance. This research paper contains theoretical and practical aspects of motivation. It will also discuss the various strategies and methods used to motivate human resources for greater productivity and efficient disposition of duties.

**Review of the literature:-**Some Authors give their conclusive views on motivation. which are discuss below.

1. "Efficiency at doing a certain task, at the workplace or otherwise, is strongly influenced by how motivated individuals are. Exploring new ways to motivate employees is often at the top of a company's agenda. Traditionally identified motivators in Western economies primarily include salary and prestige, often complemented by meaning, creation, challenge, ownership, identity, etc. We report the results of a survey conducted in Slovenia, involving an ensemble of highly educated employees from various public and private organizations. Employing new methodologies such as network analysis, we find that Slovenians are stimulated by an intricate web of interdependent factors, largely in contrast to the traditional understanding that mainly emphasizes money and prestige. In fact, these key motivators only weakly correlate with the demographic parameters. Unexpectedly, we found the evidence of a general optimism in Slovenian professional life - a tendency of the employees to look at the "bright side of things", thus seeing more clearly the benefits of having something than the drawbacks of not having it. We attribute these particularities to Slovenian recent history, which revolves around gradually embracing the Western (economic) values". © 2015 Damij et al.

2. "A positive workplace is the basic element that will get your company to the top. We understand that it may be time consuming and difficult to encourage employee motivation at the workplace. However, in order to achieve a high level of employee productivity, management needs to encourage a positive workplace environment. Ensure that your employees feel that their work and efforts is an important contribution to the company's success. Remember to always keep an 'open-door' policy and have an approachable management team". Written by [Heryati R.](#)

**Research methodology:-** This article is based on secondary data (online published research papers and books) and with some findings. All reference books and educational sites are mentioned below.

**KEYWORDS :****Introduction:- "poorly motivated people can nullify the soundest organisation."** - Allen.

Increase in productivity of the organisation totally depends upon the efficient use of resources with minimum waste and effort to achieve outcome. We are living in a country where there are very limited resources so the problem of low productivity make the concept of motivation and job satisfaction and retention of employees more important. Employee satisfaction and motivation become important issue in every field like hospitals, educational institutions, banking, transportation etc. Various management gurus such as Taylor, Mayo, Follet, Fayol, Maslow, McClelland and others have contributed to the study of motivation. They have concluded that motivated employees tends to be more productive, creative and committed to their employers, because satisfaction creates confidence, loyalty and ultimately improved quality of output of the employed. Motivation composes a considerable significance to an individual as a psychological phenomenon. If employees are get motivated then they can do their work with great enthusiasm which leads to higher performance of an individual and organisation as a whole. To be a successful in a global market, a firm needs a highly motivated, skilled and satisfied workforce that can produce quality goods at low cost (Wager 1998).

**Researchers view**

**Motivation:-** Motivation is derived from the word 'motive' which mean needs, desire, wants or desire without the individual. An individual is not motivated by another individual. Motivation comes from within the individual. Motivation can be conceived of as a cycle in which thoughts influence behaviours, behaviours drive performance, performance effect thoughts and the cycle begins again. In the work goal context the psychological factors stimulating the people's behaviour can be –

- Desire for money
- Success

- Recognition
- Job satisfaction
- Team work etc.

Various researchers have define motivation as the psychological process that gives behaviour purpose and direction (Kreitner 1995); A predisposition to behave in a purposive manner to achieve specific, unmet needs. In today's competitive environment it becomes necessary for every organisation to keep employees satisfied and motivated by monetary and non monetary factors.

Job performance is viewed as a function of three factors and is expressed with the equation below (Mitchell, 1982; Porter & Lawler, 1968). According to this equation motivation, ability and environment are the major influence over the performance of employees.

$$\text{Performance} = \text{Motivation} \times \text{Ability} \times \text{Environment}$$

- **Motivation:-** motivation is defined as the desire to achieve a goal or a certain performance level and leading to the goaldirected behaviour.
- **Ability:-** Ability is having the skills and knowledge required for the job.
- **Environmental:-** Environmental factors such as having the resources, information and support one needs to perform well.

The five major approaches that have led to our understanding of motivation.

1. Maslow's need hierarchy theory: According to this theory employees have five levels of needs:



- Physiological needs(food, shelter, clothing)
- Safety needs (physical safety)
- Social needs (friends, group membership, social connections)
- Esteem needs (Approval, recognition,self confidence)
- Selfactualization needs (Accomplishments,pride, mental growth)

Maslow argued that lower level needs had to be satisfied before the next higher level need could motivate employees

2.Herzberg hygiene theory:- Herzberg states that two factors first are motivators or intrinsic factors such as achievement, recognition and job satisfaction second are hygiene factors such as pay, job security and job dissatisfaction will effect the job performance of employees.Herzberg argued that the presence of hygiene factors did not effect the employees but their absence lead to dissatisfaction. Motivators or intrinsic factors will motivate the employees for superior performance.

2. Vroom's theory (1964):- This theory is based on the belief that employee efforts will lead to performance, which leads to rewards. Rewards may be positive or negative depends upon the performance level of employees.
3. Adam's equity theory (1965) :- Adam states that employees looks for equity between themselves and other employees. When ratio of employee outcome over input is equal to other employees outcome over inputs then equity is achieved.

$$\text{Equity} = \frac{\text{one employee outcome}}{\text{input}} = \frac{\text{other employees outcome}}{\text{input}}$$

4. Skinner's theory (1953):- Skinner states simply that employees behaviours that lead to positive outcome will be repeated and behaviour that lead to negative outcomes will not repeated.

From above five main approaches we can easily state that Motivation plays very important role in an organisation. But now question is that how employees can be motivated employees? Because it's not necessary that every individual have same desire same goals. So For the answer to above question we should discuss the methods and strategies used for motivation.

#### Tellaet al.(2007) states strategies of motivating workers:

- **Salary,wages and condition of service:-** These components are very important. While making salary structure a personnel manager must consider the rate at which employee will do his job. This rate includes rewards, allowances and other fringe benefits. Condition of the service includes working environment of a job.
- **Staff training:-** staff training is an substantial strategy for motivating employees.
- **Communication:-** For sustaining competitive advantage in the global market a personnel manager must make a good communication system between employees and management.

#### How to Motivate Employees – Methods of Employee Motivation

**Rewards :-** It is one of the influential methods for motivating employees to become efficient performers by offering them certain rewards for accomplishing standard performance. In this way employees consider rewards as beneficial for them & hence they perform well in the organization.

**Challenging Jobs:-**In this method jobs of the employee make challenging with job rotation, job enlargement and job enrichment. In job rotation employee will rotated from one job to another in systematic manner. Additional tasks on same level are add in job enlargement. job are making more challenging in job enrichment.

**Using Merit Pay:-**Merit pay is referred to as a permanent increase in the salary of the employee on the basis of his individual performance. The reinforcement benefits of merit pay are ascertained on a yearly basis.

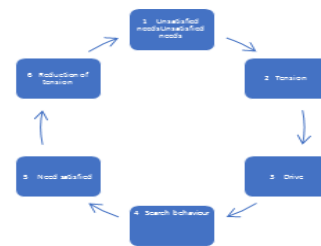
**Recognition:-** There are many employees who have a strong desire to be recognized as effective workers by their supervisors & team members on a routine basis.So recognition becomes a motivating factor for the satisfaction of the need that employees feel in the area of their achievements that are recognized by others.

**Empowerment:-** When employees are given more information, authority & tools they become more self confident & perform their jobs with more autonomy, which help them in performing their jobs in an

efficient & effective way. Empowerment is also included in the influential methods for motivation, because the employees exert their full potential in performing their tasks.

#### How motivation affects employee's performance:-

The extent in which employees are motivated in there work depends on how well those employees are able to produce in their job. Motivation is expected to have a positive effect on quality performance; employees who are characterized by a high level of motivation show a higher work and life satisfaction. Having a high level of motivation is therefore in itself valuable for employees and a decrease in motivation might affect employee's performance. The motivation lead to high level of initiative and creativity from the employee and where monitoring is difficult, motivation is therefore extremely important for ensuring high quality performance.**Robbins and Coulter** have presented the following 'Need - Satisfying process. The objective of motivation process is to know as to where from does it start and where does it end. This is a work that can not be finished at one go. It is a combination of various steps.



- Unsatisfied needs
- Tension
- Drive
- Search behaviour
- Need satisfied
- Reduction of tension.
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#### Impact of motivation on employees:-

- I. Effect of growth opportunities:- If employees feel that they have a great future in their respective organisation ,they will work with more efficiency and compatibility. So this is also a great motivator.
- II. Effect of authority to make decisions:- If employees are given authority to take decision under their territories of expertise, then it may very well be used as an enormous motivation tool.
- III. Effect of relationship and security:-Relationship with superior and peers are also important. Similarly job security has also a positive effect on employees performance as they feel more secured doing their job knowing that they are secured with their job.
- IV. Effect of performance appraisal:-If employee knows his good performance is being appraised by the top management and subordinate then surely better performance can be expected.

#### Conclusion:-

The findings revealed that subordinates are well motivated when granted responsibilities and some form of authority. There is obvious difference between properly motivated workers and those who are not. This means that motivated employees have sense of belongings, achievements and recognition. Highly motivated staff will do efforts to make identity with the organisation, since they are highly motivated, they will perform their functions with all sense of responsibilities, humanity and efficiency. This medium the objective of the enterprise can easily be achieved by utilising their full capabilities. Consequently, the organisation as well as the employees get maximum satisfaction.

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