



Employees Motivation – A Need of an Hour

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ABSTRACT

In recent times motivation plays a major role in all sorts of life especially to employees or workers in the organization. There employee's motivation is very much needed element for every organization to achieve the success in fulfilling the organizational objectives and goals. The concept of employee's motivation is broadly classified into two types of needs such as intrinsic motivational needs and extrinsic motivational needs. These motivational needs plays pivotal role in recent scenario not only for executives of corporate world but also for bottom line workers of production or manufacturing oriented industries. So motivation has an important place in all walks of life in this world.

KEYWORDS

Motivation, Employees Motivation, Intrinsic Motivational Needs, Extrinsic Motivational Needs.

INTRODUCTION

In the branch of Human Resource Management there are so many concepts were discussed and analyzed by the experts. Among those concepts motivation is an important concept. Motivation is defined as "an urge in an individual to perform goal directed behavior". Therefore, motivation cannot be inflicted from outside but it is an intrinsic desire in a man to achieve the target goal through performance or activity. Motives are expression of person's need. Hence, they are personal and internal. Incentives on the other hand are external to the person. They are made as a part of work environment by management in order to encourage workers to accomplish task. The motivational model indicates that a sense of felt deprivation generates needs and such needs create tension in an individual. The individual perceive and makes cost benefit analysis on the ways and means of releasing such tension. Once such perception is cleared, individual pounces upon the activities and achieves some results. If it is success he feels rewarded and falls in the cycle of motivation again. If it is failure he feels punished and once again after due modification of ways and means pounces back on the cycle or feels frustrated. Therefore, motivation leads to a goal directed behavior.

Among the motivational concepts one of the important concepts is employees' motivation. Employee Motivation is the core concept in management. Employee Motivation is an effective instrument in the hands of the management in inspiring the work force. It is the major task of every manager to motivate his subordinate or to create the will to work among the subordinates. It should also be remembered that the worker may be immensely capable of doing some work, nothing can be achieved if he is not willing to work; creation of a will to work is motivation. Employee Motivation is an important function which every manager performs for actuating the people to work for accomplishment of objectives of the organization. Issuance of well-conceived instructions and orders does not mean that they will be followed. A manager has to make appropriate use of motivation to stimulate the employees to follow them. Effective motivation succeeds not only in having an order accepted but also in gaining a determination to see that it is executed efficiently and effectively.

Today the term employees' motivation is used only with ref-

erence to corporate employees. The bottom line workers are completely excluded in this scenario. They are not taken into consideration list by the high profile researches in human resource management. So it is necessary to consider the bottom line workers well-being and their motivational needs and factors.

DEFINITION

Motivation has been defined as

"The psychological process that gives behavior purpose and direction" (Kreitner, 1995);

"A predisposition to behave in a purposive manner to achieve specific, unmet needs" (Buford, Bedeian, & Lindner, 1995);

"An internal drive to satisfy an unsatisfied need" (Higgins, 1994);

"The will to achieve" (Bedeian, 1993)

Employee motivation is the "psychological forces that determine the direction of a person's behavior in an organization, a person's level of effort and a person's level of persistence"

Employee motivation shall be defined by Robbins as: "the willingness to exert high levels of effort toward organizational goals, conditioned by the effort's ability to satisfy some individual need."

NEED FOR MOTIVATED EMPLOYEES:

Why do we need motivated employees? The answer is survival. Motivated employees are needed in our rapidly changing workplaces. Motivated employees help organizations survive. Motivated employees are more productive. To be effective, managers need to understand what motivates employees within the context of the roles they perform. Of all the functions a manager performs, motivating employees is arguably the most complex. This is due, in part, to the fact that what motivates employees' changes constantly. Research suggests that as employees' income increases, money becomes less of a motivator. Also, as employees get older, interesting work becomes more of a motivator.

THEORETICAL FRAMEWORK

The need theory analysis is explained on the basis of Herzberg's Two Factor Theory that explains two factors i.e. Motivators (intrinsic factor) and Hygiene (extrinsic factor).

HERZBERG'S TWO-FACTORY THEORY:

Herzberg's work categorized motivation into two factors: Motivators and Hygiene's.

Motivators: Otherwise known as intrinsic factors, such as achievement and recognition, work, responsibility which produces job satisfaction.

Hygiene: Otherwise known as extrinsic factors, such as pay and job security, personal life, working conditions and status which produce job dissatisfaction.

Thus, Employees' motivational need is broadly divided into two categories. They are:

Intrinsic Motivational Needs, and

Extrinsic Motivational Needs.

Intrinsic motivational needs on the other hand, are those which are related to mental satisfaction and are abstract in nature. Increased status, challenges, a sense of belonging, scope for growth and creativity, recognition, a sense of achievement, etc. are examples of such needs.

Extrinsic motivational needs are those, which are related to material and tangible gains. Increased pay, incentives, bonus, better medical facilities, better retirement benefits, and better canteen facilities are a few examples of extrinsic needs.

INTRINSIC MOTIVATIONAL NEEDS- AN ANALYSIS

Intrinsic motivation need means that the individual's motivational stimuli are coming from within. The individual has the desire to perform a specific task, because its results are in accordance with his belief system or fulfills a desire and therefore importance is attached to it. Our deep-rooted desires have the highest motivational power. Some of the important intrinsic motivational elements are:

- Acceptance: We feel that our decisions are accepted by our co-workers.
- Curiosity: Having the desire to be recognized.
- Honor: Respecting the rules and ethics.
- Independence: Feeling of uniqueness.
- Order: Having organized mindset.
- Power: Having the desire to be an influential person.
- Social contact: Having some social interactions with the most influential persons.
- Social Status: Desire to feel important in the society.

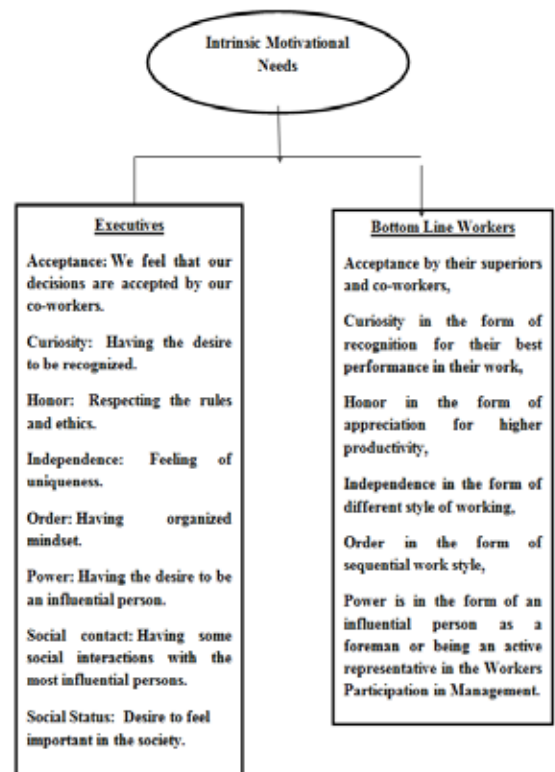
In the case of intrinsic motivational needs, the above said elements are found in executives of corporate world. But the bottom line workers possess above said factors except social contact and social status which is meant only for executives of corporate sector. The bottom line workers possess:

- Acceptance by their superiors and the workers,
- Curiosity in the form of recognition for their best performance in their work,
- Honor in the form of appreciation for higher productivity,
- Independence in the form of different style of working,

- Order in the form of sequential work style,
- Power in the form of an influential person as a foreman or being an active representative in the Workers Participation in Management.

It is clearly showed in the figure- 1 given below:

Figure – 1 Intrinsic Motivational Need



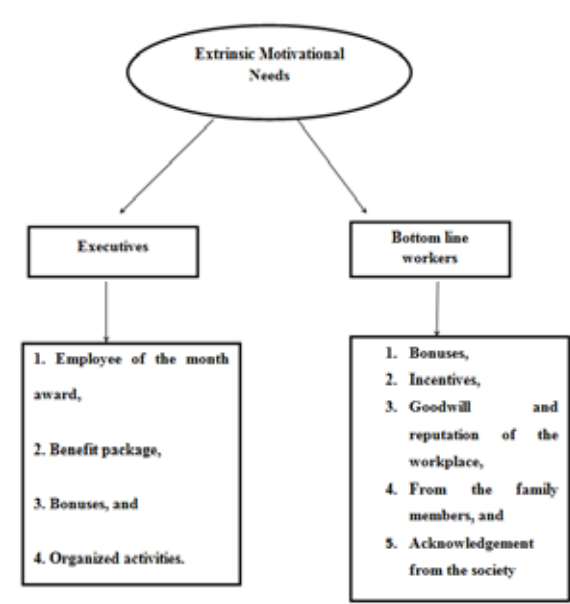
EXTRINSIC MOTIVATIONAL NEEDS- AN ANALYSIS

Extrinsic motivational need means that the individual's motivational stimuli are coming from outside. In other words, our desires to perform a task are controlled by an outside source. Even though the stimuli are coming from outside, the result of performing the task will still be rewarding for the individual in performing the task. Extrinsic motivation is external in nature. The most well-known and the most debated motivation is money. Here are some of the latest motivational factors are: 1. Employee of the month award, 2. Benefit package, 3. Bonuses, and 4. Organized activities.

In the recent scenario the above mentioned factors are mainly dealt with the Executives of the Corporate World. But the bottom line worker's motivational factors are totally hidden in front of the Corporate Giants. So they are totally excluded in this scenario. Though they are excluded from the limelight they also need motivational driven factors to get motivated to perform well in their duties. In spite of all these exclusions they also get some extrinsic motivational need in the form of bonuses, incentives, goodwill and reputation of the workplace, from the family members and acknowledgement from the society. These factors play a vital role in every bottom line worker to do the job well to get good remarks from the management.

It is shown in the figure -2:

Figure –2 Extrinsic Motivational Needs



CONCLUSION

Hence, motivation is the most important element in everybody's life. Without motivation success isn't possible for every individual. Especially employees' motivation is an essential factor for workers of all the sectors. Now –a-days both intrinsic and extrinsic motivational need factors and concepts are concentrated only with the reference to executives of corporate sector. The bottom line workers are excluded from this arena. So it is essential to have an eye on bottom line workers motivational factors because they are the backbone in every industry and factories those who are employed for all sorts of menial works. Finally, we conclude that for all the workers in the working sectors and for individuals in daily life motivation is a most important factor which is essential for the human beings to gain acceptance, honor, power, social status, monetary benefits, achievement and recognition in the work place and also in the society.

“MOTIVATION” – MANTRA BEHIND EVERY SUCCESSFUL INDIVIDUAL.

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