

Full Length Research Article

THE ROLE OF MOTIVATION OF WORKFORCE ON THE PERFORMANCE AND PRODUCTIVITY OF EMPLOYEES

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Abstract: Purpose: The purpose of the paper is to analyse the impact of motivation on productivity of the employees. The role of HRM in organizations is to develop a positive work environment that supports creativity and innovation for the improved productivity of organizations. The main objective of this report is to create an understanding of the role of human resource manager in applying motivational techniques to improve the productivity and performance of employees. **Methodology:** The report is based on the qualitative analysis of books and Journal from the year 2009- 2013. The research of the previous author supports in developing effective ideas about a link between motivation and employee productivity. The paper is completed with the authentic and reliable sources that have helped to achieve the framed objectives of the paper. **Findings:** Study has identified that motivational factors impact the productivity of the employees and the performance of the employee increases with the effect of both intrinsic and extrinsic motivation. The report highlights the importance of motivation in improving employee productivity so that the organizational overall goals are achieved in an effective and efficient manner. The HR manager applies a different style of motivational techniques so that performance is enhanced. **Conclusion:** The application of financial and non-financial incentives in the appraising employee performance is directly linked to the growth of employee engagement towards their assigned roles and responsibilities. The economic and competitive environment in an economy requires greater support of human resource in managing roles and responsibilities.

Key words: Employee productivity, Financial and non-financial incentives, employee engagement, Motivational techniques

INTRODUCTION

Rationale: Motivation develops inner energy to ensure maximum efforts in improving output and productivity. The overall performance of an organization, brand name and success is directly linked to the productivity level of employees. Change is the only element assumed to be constant in this universe. There is a continuous change in the factors of the internal and external environment. The research paper provides effective understanding of motivation and its impact on productivity of the employees. The chosen topic is effective as it will help to explore different tools of motivation.

Research questions

- What are different theories of motivation that impact on employee productivity?
- What are tools and techniques that are used for motivating employees?
- What is relationship between motivational tools and techniques and improving performance of the employees?

OBJECTIVES OF THE STUDY

- To explore different theories relating to employee motivation.

- To analyse various techniques that are used by organisation to motivate employees.
- To underline the relationship between tools of motivation and improving employee performance.

RESEARCH METHODOLOGY

The current research is conducted on the basis of qualitative data that is carried out with the help of secondary sources. Authentic and reliable source of data is considered that mainly includes books, journals, articles, Internet sources, etc. Therefore, the methodology will help researcher to carry out systematic form of research and achieve reliable outcomes. The research is based on analysing the link between motivation and the productivity of the employees.

MOTIVATION AND EMPLOYEE PRODUCTIVITY

Human resource motivation: According to Kuvaaset al., Motivation is the process of directing human behaviour through performance appraisal, and use of financial and non – financial incentives to drive and sustain positive human behaviour. The employees are supported in utilizing their skill, knowledge and ability in the growth of performance and improvement of productivity in their assigned responsibilities and roles. The use of motivational tools is the heart of the human resource department that supports the achievement of organizational objectives in the best possible manner (Kuvaas, 2009).

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Sources of Motivation: There are various sources of motivation that drive human behaviour and inculcate a sense

of high engagement and retention. Ankli et al., in his studied explored that use of Extrinsic and intrinsic motivation poses a direct impact on high performance and improvement of efficiency and effectiveness. The source of intrinsic motivation is the culture, experience, value, and training that develop internal energy to direct effective behaviour (Ankli, 2012). Also Torres et al. argued that the extrinsic human motivation are the financial and non-financial incentives such as bonus, promotion, holiday packages, perks and recognition that is provided by the employer to achieve growth in performance. The financial incentives are provided in the form of money and financial help, while the non- financial incentives are the social benefits in the form of respect, belongingness and recognition (Torres van Grinsven, 2012).



Figure 1. Sources of Motivation

EMPLOYEE PRODUCTIVITY IN ORGANIZATIONS:

As per Singhet al., Workforce productivity is described as the efficiency and effectiveness of employees in managing and performing the assigned responsibility. This is considered as one of the essential elements of the organization, and the department takes proper care of increasing employee motivation. The basic aim of employee productivity is to apply proper methods of converting raw material into valuable outputs that result in organizational growth and brand development (Singh, 2012). There exists a linear relationship between employee productivity and organizational success.

FACTORS IMPROVING PERFORMANCE

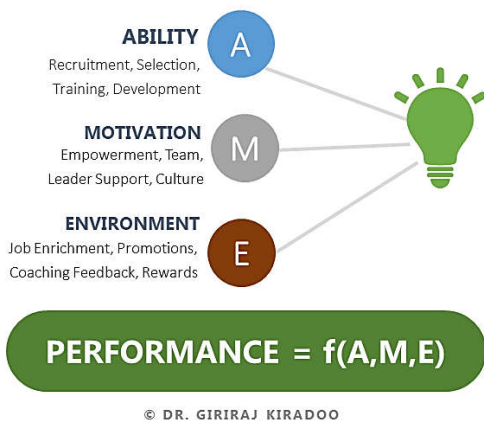


Figure 2. Factors improving performance

Conceptual framework: As per Sundaray et al., Motivation is the inner driver of positivity that is directly linked to the effectiveness of employee performance. The demands of human beings are obvious, and it is the major role of the HR manager to cater to the needs of individuals. Satisfied employees serve organizational goals in a better manner through the application of relevant knowledge, creativity and skill. Sundaray et al. also concluded that the expectation of the Human resource department in achieving a high quality of

employee performance is derived through a proper understanding of their needs and satisfaction of their requirements. It is essential that the behaviour of employees is influenced by positivity in the workplace. The managers ensure that the employee is allowed participation and engagement so that their skill and talent can be used to optimize performance (Sundaray, 2011).

THEORIES OF HUMAN RESOURCE MOTIVATION THAT CAN BE APPLIED IN AN ORGANIZATION

Maslow’s theory of need: Maslow's need hierarchy theory reflects the five-tier model of individual requirements such as the Psychological needs, belongings, safety needs, self-esteem and self-Actualization. Physiological needs describe the basic level of need that one wants to have, such as the food, shelter, clothing and others. Safety Needs show the after the stage of Physiological needs that is the requirement of feeling safe occurs, and it may present in different forms (Kaur, Avneet, 2013). Belonging shows if the safety need is fulfilled individual feels for being accepted or loved by other individuals. Self-Esteem shows that the individuals are in seek of having self-respect apart from love or belongings. There are two kinds of esteems, such as lower esteem and higher esteem. Low esteem is defined as the desire of being recognized and having attentions and fame. High esteem shows self-respect and striving to be confident for achieving it. The self-actualization reflects the need for growth for being capable with some responsibilities (Adele, 2013).



Figure 3. Maslow's five Tier Model

Mc Clellands Achievement motivation theory: It reflects that one needs to possess three major motivation driving facts that are achievement, power, and affiliation. These are developed with personal life experiences and culture. The Achievers try to solve problems and achieve some specific goals. The need for changes over time is reflected by the achievement theory. It depicts about causes that impact the needs, power and affiliation accordingly. The affiliation needs are sort of similar to the Maslow's social needs. These individuals have been desires for approval and acceptance accordingly. High-requirement achievers are more personally responsible for executing a task or solution accordingly. Individuals who are in seeking of powers mostly possess a desire to impact. The one who is in need for achievement is

mostly the achievers with the desire for finding the solution as their own responsibility. They set difficult goals and determines the risks. They always remain open for the feedbacks about their solution accordingly (Ball, Benjamin, 2012).

Herzberg's two-factor motivation: Herzberg's two-factor motivation is an extension of the Maslow motivation theory. The study was conducted on 200 engineers and accountant that asked them about the satisfactory feel about their job and the time when they felt bad about their jobs. The replies from the respondents were so consistent. It was determined that the job satisfaction and the dissatisfaction are two balance factors, called as motivators and Hygiene. The combination of Hygiene and motivators together is known as Herzberg's two-factor motivational theories (Yusoff, 2013).

McGregor's theory of participation: This theory is based upon the participation of workers along with the distinction. It possesses two theories Theory Y and Theory X. Theory X shows the natural indolence of people as they like to work in the least possible. They lack ambitions, responsibilities and are mostly directed by others. They are very gullible and not bright and sharp. Theory Y states that people are major resistance to organizational objectives. They assume their responsibility but look for external motivation. They direct their own behaviour to ensure maximum input of skill and abilities (Rausch, 2011).

THE ROLE OF MOTIVATIONAL TOOLS AND TECHNIQUES IN IMPROVING EMPLOYEE PRODUCTIVITY AND ENGAGEMENT

Factors of Motivation: There are various sources of motivation that create a distinct impact on the satisfaction of the employees. It is not only the monetary factors that improve employee productivity, but the other factors include a higher job title or designation in the hierarchy. Liu et al. believed that the employee looks for appreciation in case of effective work and being appreciated for their effortless services. The working conditions in an organization such as layout, sanitation, and facilities also influence tasks and performance, ensuring dedication towards work. The workforce further expects for security regarding their job in the form of firing policy and fear of being dismissed. The employees look for methods that provide them with an opportunity of applying their innovation and creativity to organizational decisions (Liu, 2010). These are the non-financial sources of motivation apart from bonus and compensation.

EMPLOYEE PERFORMANCES LINKED TO MOTIVATION: Cherian et al. in their study identified that the main reason for organizational growth, brand image and reputation is the improvement in employee performance and engagement. The organizations have been continuously focusing on improving employee productivity through effective communication, feedback collection and management, changing approaches to leadership styles, and aim at team performance. These factors improve the quality and quantity of work simultaneously. The successfully operating organizations aim at bringing out the best out of their workforce. This creates intrinsic motivation in developing the effectiveness of performance (Cherian, 2013).

Money as a major motivator: In the general scenario, it is believed that the basic need of every employee is motivation in terms of money. Stunkelet al. concluded that it is true that money is a basic need but not everything; there are situations when money does not create satisfaction. This is seen in situations when the monetary benefits are not linked to the efforts of the employee. It is basically the lower class of people generally find money important in staying connected and loyal to the organization (Stunkel, 2011). The monetary incentive must be fairly and equally divided amongst the entire employee without being biased on the basis of culture, gender or caste.

IMPORTANCE OF MOTIVATION IN IMPROVING EMPLOYEE PRODUCTIVITY AND PERFORMANCE IN ORGANIZATIONAL ACTIVITIES.

Importance of motivation to employer and employee: Motivation plays a key role in organizational stability, success and growth as this is directly linked to the practices of Human resource. It aims at achieving personal and professional goals, thus maximizing the level of personal satisfaction. Self-development and growth are observed through the proper use of motivational tools. The employees develop characteristics of dynamism as they are motivated in organization to work with distinct cultural groups and individuals belonging to different categories. These are the benefits to the employee, but in the case of an organization, higher productivity and efficiency is observed. Further, Sandhya et al. also concluded that the organization is able to retain an employee for the long term, so that cost efficiency is ensured (Sandhya, 2011).

MOTIVATION MANAGING ORGANIZATIONAL CHANGE: The theories of motivation statuses that application of tools such as training, orientation, communication and flexibility supports employees in adjusting to the changing working practices. The easy adaptation to change supports in the competitiveness of the organization and faster work. It is observed that the organizations that fail to motivate the employee and determine their needs and expectations face high turnover when a change strikes organizational activities (Gilley, 2009).

RESUTLS

The researchers have evaluated that money has no connection with job satisfaction; the employees can anytime switch their jobs for higher security and additional benefits. The role of managers is highly critical in making employees believe that the objectives of the organization are aligned to their individual motives. Research concludes that motivation is one of the important aspects for enhancing performance of the employees and attains productive goals. Study shows that highly motivated employee invest in the growth that directly impact on productivity and growth of the organisation. Improved job performances will add value to the organisation and impact on the productivity of the employees.

Conclusion

Human resource is a key department that manages activities relating to workforce management in an organization. The satisfaction with the job is derived through a continuous understanding of needs and motivation. The drive towards improved performance and higher productivity is achieved

with financial and non-financial incentives. The manager and leaders must spend quality time in enriching employee efforts and skills through healthy working conditions, social relations and belongingness, flexibility and participation as this is directly linked to employee engagement, loyalty, productivity and performance growth.

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