EMPLOYEE’S MOTIVATION: THEORIES AND PERSPECTIVES

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ABSTRACT

Employees' performance has been established to be directly related to employees' motivation. This assertion was corroborated by different management theories since the works of Frederick Taylor on 'The Principle of Scientific Management' in 1911 and Henry Gantt on 'Works, Wages and Profits' in 1913. Modern employees' motivation management methods have evolved over time which discredited Taylor's "differential piece rate -work" and Gantt's "task and bonus wage" systems. The modern employees' motivation management methods are employees' oriented and are more effective. This article indicates that the success of any organization largely depends on the motivation of its employees. The employees can be 'adequately' motivated and are best positioned to determine what can collectively motivate them 'adequately'.

KEYWORDS: Employees' performance, Management theories, Motivation, Scientific Management.

INTRODUCTION

Motivation is the catalyst that spurns employees' eagerness to work without pressure. To motivate is to provide employees with a motive to do some tasks. It is to cause or provoke somebody to act either positively or negatively. To say that nobody can motivate employees at work is like saying there are no influential leaders, that there are no effective managers, that there are no motivational speakers, that the psychologists in sports management teams are useless and that motivation is not achievable. Motivation has been used by effective managers to prompt ordinary people to achieve uncommon results in all fields of endeavors.

If you doubt that there is motivation, read "I have a dream", the public speech by Martin Luther King, Jr., when he talked of his ambition for an America where blacks and whites, the poor and the rich, the educated and uneducated, the youths and the old and others would co-exist harmoniously and peacefully as equals on August 28, 1963 from the steps of the Lincoln
Memorial (Lucas and Medhurst, 1999). Managers who have been able to motivate their employees successfully realized how easy it is to achieve tasks with motivated employees.

The American Heritage Dictionary of the English Language (2006) defined employee "as a person who works for another in return for financial or other compensation". Employees do not only work because they want to collect only pay but for other numerous factors. People work because they have goals to achieve which surpass financial gains from their employment. There are various factors that bother on employment. These factors include: employer, employee, working environment, working terms and conditions and type of products and services provided by employer.

Maslow (1943) said that people work to survive and live through financial compensation, to make new friends, to have job security, for a sense of achievement and to feel important in the society, to have a sense of identity, and most especially to have job satisfaction. All employees that have job satisfaction are high performers in their respective workplaces.

Taylor (1911) opined that the most important motivator of workers is salary and wages when he said that "non-incentive wage system encourages low productivity". He said that if employees receive the same wage irrespective of their individual contribution to the goal, they will work less and that employees think working at a higher rate means fewer employees may be needed which discourages employees to work more. All these analogies affect only the unskilled and "unmotivated" workers in Midvale Steel Company where Taylor worked as a manager.

**MOTIVATION**

Motivation is an important element in understanding, studying and analyzing human behavior. It helps of an executive or a manager to identify the motives which influence the behavior of employee at work to attain organizational objectives. Motivation is a personal and internal feeling. The feeling arises from needs wants. Human needs are unlimited. Fulfillment of one set of needs give rise to the other needs. Therefore, motivation is a continuous process.

Motivation can be defined as the processes that account for an individual's intensity, direction and persistence of efforts toward attaining a goal. In most cases motivation stems from a need which must be fulfilled, and this in turn leads to a specific behavior. Fulfillment of needs results in some type of reward, which can be either intrinsic or extrinsic. The former are derived from within the individual, e.g. taking pride and feeling good about a job well-done, whereas the latter pertain to rewards given by another person.

**TYPES OF MOTIVATION:**

There are two main broad categories of motivation; **intrinsic** and **extrinsic motivation**.

**INTRINSIC MOTIVATION**

Intrinsic motivation is motivation that arises from within. It comes from the personal enjoyment and educational achievement that we derive from doing that particular thing. For example,
people who love music, their motivation to practice the instrument, attend classes etc. is intrinsic motivation.

NON-MONETARY INCENTIVES

The purpose of non-monetary incentives is to reward associates for excellent job performance through opportunities. Non-monetary incentives include flexible work hours, training, pleasant work environment, and sabbaticals.

EXTRINSIC MOTIVATION

Extrinsic motivation is motivation that comes from things or factors that are outside the individual. For example, being motivated to work hard at the office because you are looking for a promotion is a type of extrinsic motivation. Social recognition, money, fame, competition or material achievements are all examples of extrinsic motivation.

MONETARY INCENTIVES

The purpose of monetary incentives is to reward associates for excellent job performance through money. Monetary incentives include profit sharing, project bonuses, stock options and warrants, scheduled bonuses (e.g., Christmas and performance-linked), and additional paid vacation time. Traditionally, these have helped maintain a positive motivational environment for associates.

MOTIVATIONAL THEORIES

Various theorists in social sciences have put forward their own suppositions or theoretical views which provide insight into human behavior. These theoretical views are, in fact, known as theories of motivation in organization. There are two main broad categories mentioned here:

TRADITIONAL AND MODERN THEORIES

TRADITIONAL THEORIES

<table>
<thead>
<tr>
<th>Reward Theory</th>
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<td>Motivational theorist Frederick Taylor believed that workers needed close supervision and were only motivated by money. However, Enterprise-Rent-A-Car has identified a number of factors which are non-financial and which provide high levels of motivation for its employees.</td>
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<th>Carrot and Stick Theory</th>
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<td>Any worker will work only if the reward is big enough, or the punishment sufficiently unpleasant. This view - the 'carrot and stick' approach - was built into the philosophies of the age and is still to be found, especially in the older, more traditional sectors of industry.</td>
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MASLOW'S NEED HIERARCHY THEORY

The American motivation psychologist Abraham H. Maslow developed the Hierarchy of needs consistent of five hierarchic classes. It shows the complexity of human requirements. Maslow
says that first of all the basic requirements have to be satisfied. The basic requirements build the first step in his pyramid. They decide about to be or not to be. If there is any deficit on this level, the whole behavior of a human will be oriented to satisfy this deficit. Subsequently we do have the second level, which awake a need for security. Basically it is oriented on a future need for security. After securing those two levels, the motives shift in the social sphere, which form the third stage. Psychological requirements consist in the fourth level, while the top of the hierarchy comprise the self-realization. 

The needs, listed from basic (lowest-earliest) to most complexes (highest-latest) are as follows:

**HERZBERG'S TWO-FACTOR THEORY**

Frederick Herzberg's two-factor theory, a.k.a. intrinsic/extrinsic motivation, concludes that certain factors in the workplace result in job satisfaction, but if absent, they don't lead to dissatisfaction but no satisfaction. The factors that motivate people can change over their lifetime, but "respect for me as a person" is one of the top motivating factors at any stage of life. He distinguished between:

Motivators; (e.g. challenging work, recognition, responsibility) which give positive satisfaction, and

Hygiene factors; (e.g. status, job security, salary and fringe benefits) that do not motivate if present, but, if absent, result in demonization.

Herzberg’s theory of factors
The theory is sometimes called the "Motivator-Hygiene Theory" and/or "The Dual Structure Theory." Herzberg described four basic states that could occur:

- High Motivation/High Hygiene: Perfect state of happy, motivated employees
- High Motivation/Low Hygiene: Motivated employees who love the work but have lots of Complaints
- Low Motivation/High Hygiene: Bored employees punching a clock for a Pay check
- Low Motivation/Low Hygiene: Total mess of bored, unhappy employees.³

**MCGREGOR’S THEORY ‘X’ AND THEORY ‘Y’**

McGregor has developed a theory of motivation on the basis of hypotheses relating to human behavior. According to him, the function of motivating people involves certain assumption about human nature. Theory X and Y are two sets of assumptions about the nature of people.

**THEORY X**

- Individuals who dislike work and avoid it where possible
- Individuals who lack ambition dislike responsibility and prefer to be led
- Individuals who desire security

The management implications for Theory X workers were that, to achieve organizational objectives, a business would need to impose a management system of coercion, control and punishment.

**THEORY Y**

- Consider effort at work as just like rest or play
- Ordinary people who do not dislike work. Depending on the working conditions, work could
be considered a source of satisfaction or punishment

- Individuals who seek responsibility (if they are motivated)

The management implications for Theory X workers are that, to achieve organizational objectives, rewards of varying kinds are likely to be the most popular motivator. The challenge for management with Theory Y workers is to create a working environment (or culture) where workers can show and develop their creativity.¹

**VROOM’S VALENCE X EXPECTANCY THEORY**

The most widely accepted explanations of motivation have been propounded by Victor Vroom. His theory is commonly known as expectancy theory. The theory argues that the strength of a tendency to act in a specific way depends on the strength of an expectation that the act will be followed by a given outcome and on the attractiveness of that outcome to the individual to make this simple, expectancy theory says that an employee can be motivated to perform better when there is a belief that the better performance will lead to good performance appraisal and that this shall result into realization of personal goal in form of some reward. Therefore an employee is:

\[
\text{Motivation} = \text{Valence} \times \text{Expectancy}.
\]

The theory focuses on three things:

- Efforts and performance relationship
- Performance and reward relationship
- Rewards and personal goal relationship

**GOAL-SETTING THEORY**

Goal-setting theory is based on the notion that individuals sometimes have a drive to reach a clearly defined end state. Often, this end state is a reward in itself. A goal's efficiency is affected by three features: proximity, difficulty and specificity. An ideal goal should present a situation where the time between the initiation of behavior and the end state is close. This explains why some children are more motivated to learn how to ride a bike than to master algebra. A goal should be moderate, not too hard or too easy to complete. In both cases, most people are not optimally motivated, as many want a challenge (which assumes some kind of insecurity of success). At the same time people want to feel that there is a substantial probability that they will succeed. Specificity concerns the description of the goal in their class. The goal should be objectively defined and intelligible for the individual. A classic example of a poorly specified goal is to get the highest possible grade. Most children have no idea how much effort they need to reach that goal.⁷
There are some more theories which prefers the objects of motivation for the employees; Clayton Alderfer's ERG theory, Vroom's Valence x Expectancy theory etc.

**IMPORTANCE OF EMPLOYEE MOTIVATION**

Motivation plays a critical role in achieving goals, business objectives and is equally as important for companies that work in a team-based environment or in a workplace comprised of workers who work independently. Making sure each employee's workplace goals and values are aligned with the organization's mission and vision is important for creating and maintaining a high level of motivation. That can lead to higher productivity, improved work quality and financial gain across all organization's /departments.

Employee Motivation is an element that extensively determines the final outcome of some activity. Without proper motivation all capabilities and experience of an individual are in vain. Motivation is like the fuel in the engine. You can have a perfect machine, but without the fuel you can go nowhere. Motivation is important aspect of business management. Motivating employees is not just task of Human Resources but it is a responsibility of all managers. Motivation is essential for each and every organization because it helps in avoiding the frustration and also creates the healthy work environment.

This is concern, and investment in, future scenarios will ingrain unshakable trust and loyalty towards the organization. The word motivation stands for movement. Every manager should have both interest and concern about how to enable people to perform task willingly and to the best of their ability. Motivation is essential for any organization because employee is Asset of organization.

One must understand that each employee has his own characteristics and has different motivational needs. Your origination can actually be taken to a new level if you develop a sense of understanding about how you should motivate your employees. Incentives, by far, motivate most types of employees to a certain extent. Incentives also play an important role to retain employees. A proper reward system should be enforced for people who have been in the organization for long years.

**HOW TO MOTIVATE EMPLOYEES?**

If anybody have a lovely shiny car, but it’s worthless if it doesn’t have the power of a great engine behind it. Employees are the engines of an organization and like any finely tuned engine their workforce to operate smoothly and effectively. The fact is employee motivation is directly linked to business profits, and the more self-motivated employees are, the more differentiated and successful will be as an organization.

- Motivated employees look for better ways to do a job.
- Motivated employees care about their customers
- Motivated employees take pride in their work.
Motivated workers are more productive.

While rewarding employees, some of the key elements that are taken into account are day to day performance, enthusiasm, punctuality, willingness to accomplish a task, ability to innovate and ideate and overall fulfillment of goals.

One should also take care that employees don’t just work for financial incentives. One should create an environment where employees like to come to work because they enjoy their jobs. Human resource managers and bosses should use incentives to motivate employees but should do so judiciously. Incentives also motivate the employees when you want them to go that extra mile to achieve your targets.

"The only way to get people to like working hard is to motivate them. Today, people must understand why they're working hard. Every individual in an organization is motivated by something different." -Rick Pitino

WHAT MOTIVATES EMPLOYEES?

Every person has a different reason for going to work. These reasons are as individual as whichever person you may ask. But all of the reasons for working share a common thread. We all obtain something from work we need.

There is much discussion about the value of extrinsic motivation (monetary and other material rewards) versus intrinsic motivation (non-monetary) where people are driven by what’s inside them. Not by the trappings of success.

Whereas the most effective factors relating to employee motivation are related to intrinsic motivation:

1. Empowerment: Feeling trusted and empowered is a tremendous motivator.
2. Growth: Feeling that they are growing and developing personally
3. Inclusion: ‘To belong’ is a fundamental need, whether as a member of a family, peer groups, network, team or company. It’s human nature to want to be on the inside, not the outside.
4. Purpose: Today people care more about what happens tomorrow, and want to contribute to ensuring the future of their children, and the health of their communities and planet.
5. Trust: the fabric that holds it all together and makes it real.

BENEFITS OF MOTIVATE EMPLOYEES

Motivational strategies can improve employee performance, reduce the chances of low employee morale, encourage teamwork and instill a positive attitude during challenging times. Employees with a high level of motivation typically work harder and can overcome common workplace
challenges with ease; this helps the organization to reach its objectives and improve operations overall.

Motivators can boost job performance. Pay raises, bonuses, stock options and profit sharing are examples of positive motivators. These motivators reward employees for not only doing their job, but doing it well and with enthusiasm. However, these motivators are to retain normal levels or morale but do not necessarily increase overall motivation levels. Management Help includes money as a myth of motivating small business employees as "things like money, a nice office and job security can help people from becoming less motivated, but they usually don't help people to become more motivated."

At last we can conclude that Motivation is an important concept that has been receiving considerable attention from academicians, researchers and practicing human resource managers. In its essence, motivation comprises important elements such as the need or content, search and choice of strategies, goal-directed behavior, social comparison of rewards reinforcement, and performance-satisfaction. Early theories are too simplistic in their approach towards motivation. Mere knowledge about the theories of motivation will not help to manage their subordinates. They need to have certain techniques that help them to change the behavior of employees.

REFERENCES