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## **INTRODUCTION**

The word motivation is derived from the Latin word "movere", which simply means to move. It can be described as an internal drive that activates behavior and in return comes out as actions. It is concerned with the process that describes why and how a human behavior is acting in a certain way. There are many types of motivational theories but none of them are universally accepted. Motivation theory is also known as need theory, in which it mainly focuses on the internal factors that in a way energize direct human behavior. Basic needs are categorized as physiological needs, safety and security needs, needs of love, needs for self-esteem and needs for self-actualization. Employee motivation is very important these days, because due to the down economy it is very important to have a motivated workforce. As motivated employees are more productive, energetic and they do their work on time with lots of enthusiasm which in return give profits to the company. If employees are not motivated they will become less productive, less creative, less of an asset to our company. So to overcome this problem it is important to have motivated employees.

The obvious answer to "why is employee motivation important?" is very simple: It gives organization a chance to further grow themselves if their employees are motivated there will be more productivity and if there will be more productivity then company will definitely have more profits. So the company can stay in business. Motivation not only helps organization but it also helps individuals in a number of ways. If employees are motivated they will be able to achieve their goals on time, it will help in building self-esteem; it gives them the power to change; besides there can 100's of advantages of motivating your employees.

With increased innovation, downsizing and lay-offs are taking place, and to make the optimum use of labour, flexibility must be induced in the job profile of employees. Flexible schedules, compressed work schedules, job sharing, and telecommuting must be allowed within organizations so to make optimum use of time and labour, resulting in increased productivity and overall performance.

Apart from bringing flexibility to working hours, employees must be encouraged to produce novel and thoughtful ideas so as to solve various organizational problems and make their jobs more interesting, involving, and personally challenging, and hence leading to an increase in intrinsic motivation. This motivation in turns transforms potential into creative ideas, which fosters fair and constructive judgment of ideas and sharing of information.

Many theories in the past have suggested that motivating employees is like making an investment. Setton (cited in Ryan & Deci 2000) argues that when organizations invest in their employees, employees tend to reciprocate in positive ways. They are more productive then before, they are more encouraged to do their jobs more efficiently. However according to recent studies of Lee and Bruvold (cited in Ryan & Deci 2000) suggests that investing in employee development is vital in maintaining and developing the skills, knowledge and abilities of both individual employees and the organisations as a whole. This can be put in simple words that when organizations offer some benefits or other bonuses, employees become exceptionally motivated which encourages them to make more and more efforts, to benefit the organization. It won't be wrong to say that employees do get motivated if they offered for incentives and other benefits.

Simms (2007) contends how various organizations in their operations utilize tailored versions of “non-cash rewards” as employee incentives. How can this be done and what will its outcome. Where as Herzberg (1993) suggests that salary cannot act as a motivator. The ability to hold up an incentive that doesn't get absorbed by the employee's monthly bills has a larger effect on employee motivation. He also suggests that a special award or a party may boast more rather than an increase in employee's salary. It is important to find out what employees want and how can they be motivated. As it is very obvious that every individual has a separate need and all those needs can be satisfied by various

ways. McGregor X and Y theory defines what are these needs and how can they be satisfied. In order to motivate some one it's better to find their needs, their basic and secondary needs. There are people who might want more status, higher pay, better working conditions and flexible benefits. To find out what can be done to motivate employees, conduct one to one interviews, performance appraisals, rotation in jobs etc.

Many theories suggest that there are many ways by which employees can be motivated without the involvement of cash. Simms (2007) asserts that non cash rewards can be such as flex time, employee of the month and tailored goal incentives. Simms (2007) argues that it is very important for employers to communicate these benefits to employees because many employees don't understand their total compensation package that's being offered by the companies. Where as Herzberg (1993) states that by communicating the total package, the employer reinforces their commitment to the employees and helps to motivate the employee. This motivation leads to greater employee satisfaction and performance. If every thing is communicated well to the employees and they are well aware of what is happening in the organization then this also in a way motivates them. It in a way gives them some feeling that they are a part of the organization for which they are working and other colleagues do appreciate their presence.

There is a theory of motivation which is concerned with the development and functioning of personality within social contexts. Ryan (1985), states that in Self-Determination Theory we distinguish between different kinds of motivations, which are based on different goals & needs which give rise to an action. Vallerand (1997), states that SDT also addresses individual differences in people's orientations toward the initiation and regulation of their behavior. Self determination theory is used to distinguish between a motivation and motivation. What are those factors that help in motivating employees by developing their personality and their traits? The basic conceptualizations of self-determination

theory is that those individuals who are more driven by intrinsic needs are more willing to have personal changes that comes from within. These individuals tend to have more interest, excitement and confidence in them as compared to those individuals who are usually motivated by external forces. Individuals who express high intrinsic motivation they can be considered as those people who have an inherent tendency to seek out novelty and challenges.

Organizations have changed over time, the way they used to work and had relations with their employees have changed now. Alder, 2002 McDonald 1993 (cited in Haines.V, Saba.T, 2008), states that multinational organizations have over time developed a number of sophisticated international expatriation practices such as training in cross-cultural skills information sharing, mentoring from home or host country, orientation and socializations and performance appraisals.

(Ryan & Deci, 2000) focus on the importance of intrinsic motivation that individuals will involve in an activity for personal interest and values. It has been observed that employees will show interest in an activity regardless of supportive policies and practices. Individuals who are internally and externally motivated are likely to get more benefit from supportive practices that their organizations provide to them, all these practices not only encourages them but also helps in developing skills of an individual.

According to the classical theories of employee motivation Maslow and Herzberg are two most well known people who have given their views on employee motivations. Maslow (1954), states that employees can be motivated by satisfying their different needs. He has organized those needs from the basic lower-order needs to upper-order needs. Whereas Herzberg (1966), states that there are just two categories of motivations, which are normally referred as satisfiers and motivators. They both have given their views on how can employees be motivated, what role external or internal forces play in the

motivation process. There are few aspects of these theories which we can relate to SDT (self determination theory). Because if we relate how on fulfilling personal needs can motivate employees and they in turn work hard and deliver more. More productivity in work can be achieved if their physiological needs can be satisfied. But at the same time there are also some important differences between these theories and SDT. Whereas SDT emphasize on the importance of psychological needs that must be satisfied so that employees can function properly, it also elaborates regulatory process that underline the direction of behavior. (Ryan & Deci 1985). Thus, whereas the other theories focus mainly on the energizers of motivated action, SDT addresses both of the fundamental motivation questions, namely how behavior is energized and how it is directed. In addition SDT vary from the others in the way it has evolved and is formulated. SDT has evolved over three decades using an empirical approach in which each proposition has received empirical verification.

Sheaffer (as cited in Guion.R, & Landy.F, 1972) states that identifying job satisfaction as the amount of satisfaction of one's own most important needs, whatever they may be. Whereas Guion. Rd & Landy.F, (1972) argues that motivation has been, but should not be, studied either through job satisfaction measures or job performance data. Job satisfaction is a related but different construct, and performance is the resultant of motivation in interaction with ability and opportunity. It can be argued that either job satisfaction can be achieved through motivation or job satisfaction is something which has no direct or indirect link with motivation. Are they both interrelated to each other? Previously it has been noticed that usually job satisfaction of an individual can be achieved by motivation. If a person does his job well and he is satisfied by his job, then he is in a way motivated. But in many cases even if a person is satisfied with his job he/she is not motivated. As motivation is

something which not only satisfies a person on his job but also encourages a person to do different task, put more efforts in and deliver the best he/she can.

Employees must be committed to their organizations for a number of reasons. Dessler (1999), states that, to manage change, organizations must have employees committed to the demand of rapid change and as such committed employees are the source of competitive advantage. According to O'Malley (cited in Ramlal 2004), commitment is critical to organizational performance for a number of reasons, but it is not a panacea. In achieving important organizational ends, there are other ingredients that need to be added to the mix, and when all these ingredients are mixed properly in the right complements it will result in motivation. Motivation can be achieved by number of ways but the process is not always easy. As many theorists have suggested that employees can be motivated in a number of ways, to some it may be psychological needs to some it may be physical needs. But here we will discuss how different ingredients can be put together to motivate employees. Many people would agree that are the most valuable assets for them in an organization. Employees are the ones who have to decide to simple keep the pace versus choosing to be motivated, because workers who are committed are the ones who give 100% in everything they do (Ryan, 1985).

Strong work force in any organization can make a significant impact on the bottom line. It has been observed that positive relationship between training, motivating and empowering employees and improvements in productivity, customer satisfaction and financial performance. Most people would have no problem believing that the relationship employees have with the leadership at their organization has a tremendous impact on the level of commitment they are willing to make (Ramlal, 2004).

Lloyd, (2008), argues that, in order to understand motivation, one has to understand human nature itself. Where as Lawrence and Nohria (2002) stated that organizations that fail to develop their workforces may not be competitive in

the future. As the cost of intellectual capital increases, it is critical to have a supply of talented followers (Citrin, 2002). It can be argued that an old adage contends that people will do what they wish to, or what they are motivated to do. If they are encouraged to do a job that requires extra effort and more time and at the end of it they get rewards or other bonuses they will be motivated. This will not only motivate them but also by doing so employees will be more committed.

There was substantial interest from researchers and practitioners in job design during the 1900s. Hackman (cited in Rastogi & Garj 2005), conducted a study and claimed that people on enriched jobs are definitely more motivated and satisfied by their jobs. Adler (cited in Rastogi & Garj 2005) found that systems in which employees reported higher perceptions of skill variety, task significance, autonomy, and feedback reported higher levels of satisfaction and internal work motivation.

Classic theories suggest that extrinsic motivation is something which refers to doing something because it leads to a separable outcome. Chung.K (2010) argues that extrinsic motivation is something which refers to the desire or intention to put more effort in accomplishing your goals which is apart of work itself. Where Ryan (1985), focus on that extrinsic motivation is a bridge that pertains whenever an activity is done in order to attain some separable outcome which can not be get other wise. Extrinsic motivation is something which comes with a perspective that if an individual is willing to get more and more involve in an activity is due to their desire to obtain rewards, which also include the instrumentality of creating opportunity and improving the quality of work in the organization Dickinson, A. M. (1999). The amount of effort invested in the activity is totally depends on the rewards they going to get from their efforts. By doing so employees will engage in an exchange relationship with the organizations they

are working for and make a rational evaluation of the inducements they might receive in exchange of their contributions. Ryan (1985). The organizations should make a structure which enables them to provide sufficient rewards and opportunities to grow and to develop themselves in exchange of employees' hard work and the effort they have put in. Personal characteristics render useful insights on what individual features may contribute to team commitment.

Economics is totally based on the working of incentives and other rewards. It can be said that extra rewards will increase and on the other hand extra cost will decrease the frequency of a particular type of behavior. Frey (1997) drew attention to the work of these psychologists, their contribution regarding the motivation. Where as Deci (1971) states that rewards decreases rather than increase the frequency of behavior which motivates an individual. It can be argued that expected tangible rewards tend to reduce intrinsic motivation whereas praise and other positive verbal feedback from others tend to increase it. This would be wrong to say that employees who are intrinsically motivated they don't need any rewards like money. Intrinsic motivation has acquired an important place in the research agenda of psychologists over time. Because of these, it has also become an important issue in the social sciences, especially through the work of Frey (1997).

By creating a culture where employee input is valued and utilized, the changes faced by the organization are better understood and receive the support of the employees. Whiting, (2007) (cited in Huf.A) states that constant communication between employers and employees it creates a motivation between them both, which results in the success and achievements of organizations goals and missions. Whereas Silverman, 2006 (cited in Huf.A) utilizes a similar strategy where he suggests that employees should be kept busy in story telling. Employers can ask their employees to tell their stories either related to work issues or some other issues they might be having, or if there is

something which is bothering them, by doing so an employee/employer relationship will eventually become good.

According to Whiting, 2007 (cited in Huf.A), creating employee motivation in order to support and accomplish the organization's goals and change efforts has side effects. Whereas Silverman 2006 (cited in Huf.A), utilizes a similar strategy so that he can create a high-performance workforce. He suggests that keeping employees should be engaged by working with storytelling. Employees need to feel their stories are being heard, understood, and valued by those requesting the stories. By forging these relationships, the employee feels valued by the employer, supervisor, and organization as a contributor. This value translates into higher work performance and stake within the organization (Silverman, 2006; Whiting, 2007).

## **CONCLUSION**

There are many factors that play a key role in keeping employees motivated in an organization. Employers have to play an important role if they want their organization to succeed. Giving fringe benefits or other rewards to employees doesn't really mean that they will stay motivated and perform well. As we have discussed earlier that different individuals have different needs and wants. If their needs and wants can be satisfied they will be motivated and in a way will be encouraged to do their job well. A good relation between employees and employers is very important, if an employee has a feeling that he/she is considered as an important part of the organization and he gets to express his views or ideas that will encourage him in a way. A feedback from employers of senior level managers is very important because according to many researches conducted it has been proved that for many employees appreciation is very important which in a way keeps them motivated. Bonuses or other monetary benefits are not always important to many people, to some a good job, interesting job, might act as a motivator. The approaches to job design have been postulated in such a manner that they indirectly affect an employee's level

of motivation. Dickinson, A. M. (1999). The approaches to job design have worked in different perspectives for various organizational developments. These approaches are: job engineering (J.Eng.); job enrichment (JE); quality of work life (QWL); social information processing approach (SIPA) and job characteristics (Rastogi, 2008).

Over all environment in an organization is also important for employees to perform well and stay motivated. Many organizations are willing to organize team building events and other sporting events for their employees, this way all the employees get to know other employees, feel like a family which helps them in building up a commitment towards their organization, employee who is very much committed to the organization will perform better than any other employee. Not only because he is committed but he consider him self a part of that organization, a key member and this recognition has to be realized by the employee. A good friendly atmosphere where employees have freedom to express their feelings, an are also helping to others maintain a good environment over all which in turn keep employees motivated. There can be many issues with in organizations but it is the responsibility of the employer or senior manager to resolve those issues or conflicts. As we already know that HR or personnel management is an essential part of every manager's responsibility, thus managers must consider employees as the most valued asset of an organization. To promote novel thoughts and ideas, a proper blend of HR strategy and job design is required. There should be appropriate manpower planning.

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