



Employee Motivation

Mr.S.Muthukumar,

*Research Scholar, Management studies, Erode Arts & Science college, Erode.
muthukumaroo27@gmail.com.*

Mr.K.Thamizharasan

*MBA student, Tagore Institute of Engineering and Technology,
Deviyakurichi, attur, ktamil64@gmail.com.*

Dr.L.Manivannan

Associate Professor, Management studies, Erode Arts & Science College, Erode.

ABSTRACT

The aim of this study is to describe about employee Motivation. It describes about how to improve employee performance in current competitive world. Employee Motivation and employee performance are necessary tools for the achievement of any organization in the long run. Most employers at present would like to have their employee's motivated and ready to work, but do not be aware of what truly motivates a person how they are important to the workplace, and how employers can put into practice the theories to make certain happy and motivated employees. The most important theories include: Maslow's hierarchy of needs, Herzberg's two-factor theory, Alderfer's ERG Theory and the different types of motivation theories. The theories investigated will help explain how managers can influence their employees to self motivate and produce the best work potential. There should be a standard to assess the performances and how to allocate of the rewards. An employee can be motivated for more productive and effective work, if employers think about the needs of individuals. Motivated employees will in turn create a successful company.

KEYWORDS: *Motivation, organizational performance, theories, techniques, self motivate.*

INTRODUCTION

People are individuals with different personality and each one of us has our own goals that we want to accomplish in life. Not each one wants to learn new skills or complete training programmes. However, we can all become motivated to complete a work to a high standard. Individuality means that what might motivate one person may not essentially motivate another. One of various ways to motivate and keep your employees is by giving conventional rewards. The employer cannot and should not wait for the employee to come and inquire for a raise or recognition; the employer should be the one to identify employee performance and should reward good performance with monetary, benefits, and compensation incentives. All organizations want to be victorious, even in current environment which is highly competitive. Thus, companies irrespective of size and market attempt to hold on to the best employees, acknowledging their main role and

influence on organizational efficiency. In order to overcome these challenges, companies should create a well-built and positive relationship with its employees and direct them towards task accomplishment. In order to accomplish their goals and objectives, organizations expand strategies to complete in highly competitive markets and to increase their performance. However, just a few organizations believe the human capital as being their main asset, capable of most important them to success or if not managed properly, to decline. If the employees are not satisfied with their jobs and not motivated to fulfill their responsibilities and achieve their goals, the organization cannot accomplish success. People have many needs that are always competing one with another. Each person has a different combination and strength of needs, as some people are determined by achievement while others are focusing on security.



OBJECTIVE OF THE STUDY

The main objective of this study is to learn the motivational techniques adopted and understand the factors determining in motivate training the employees by the Manufacturing firm.

SCOPE OF THE STUDY

The scope of the study is very wide since the job motivations of various employees have greater impact over the growth of the organization.

REVIEW OF LITERATURE

As **Kalimullah (2010)** suggested, a motivated employee has his/her goals aligned with those of the organization and directs his/her efforts in that direction. In addition, these organizations are more successful, as their employees continuously look for ways to improve their work. Getting the employees to reach their full potential at work under stressful conditions is a tough challenge, but this can be achieved by motivating them.

Coulter(2009), Motivating the staffs for better performance is a main concern for companies and the directors who have duty for motivating the employees. For example in European countries according investigation it is found Belgian and German staffs are the majority committed employees as the least committed employees are found in Franc.

Messmer(2001), Incentive or motivation; it is very clear and simple word the satisfaction of needs, wants, desired of employees in the firms. For instance if we ask the employees any organization why are you working they would straight forward earn money to fulfill our needs and desire and other every day services. Inspiration is a remarkable aspects that directors occasionally have faceting up to describe it however management not at all have some sort of complexity to shape it not in while it is not in attendance in the place of work.

Bartol and Martin (1998), consider motivation a powerful tool that reinforces behavior and triggers the tendency to continue. In other words, motivation is an internal drive to satisfy an unsatisfied need and to achieve a certain goal. It is also a procedure that begins through a physiological or psychological need that stimulates a performance set by an objective.

WHAT IS MOTIVATION?

Motivation is an attractive, challenging, and composite area of Human Resource Management studies which is suddenly changing mutually in terms of its environment, understanding, functions, principle, as well as mode of application. Motivation is the encouragement; the support one get to complete a assignment to achieve a goal is well-known as motivation. It is a very essential aspect of learning as it acts gives us a positive force to complete a task. These employees do not only have to prove at work but more importantly they should be motivated to perform their duties. Motivation can be defined as a dynamic force which leads people to want to act, perform, or do something without nervous tension. Motivation is one of the most repeatedly used terms in psychology. It is a theoretical construct, used to explain behavior. It is the scientific word used to represent the reasons for our actions, our desires, our needs, etc. Motives are hypothetical constructs, it used to explain why people do what they do. A motive is what prompts a person to act in a certain way or at least develop a leaning for specific behavior. Both show a related connection between what we do and why we do it. According to **Meyer**, "Motivation is a word that is part of the popular culture as few other psychological concepts are".

**Motivation +skill+ Understanding of the task
=Performance**

WHY TO MOTIVATE EMPLOYEEES

'People don't change their behavior unless it makes a difference for them to do so.' (*Fran Tarkenton*)The performance of an organization and its stability depends upon their resources, employees, as well as the capabilities of the managers to be able to make a motivating environment for their people. It is a challenge process for the managers to carry on their people and workforce motivated and satisfy. Therefore why every manager has to be conscious about the needs and requirements of their employees and what they are looking for. The main objective and concern of a large amount of the organizations is to make the benefit from people who are feeling confidently toward the work and motivate unsatisfied employees in order to make with a win-win situation for both the company and worker.

WHO MOTIVATE EMPLOYEES

Motivation refers to the process by which a person's efforts are energized directed and sustained towards attaining a goal. The real motivation is comes from within the behavior. If the managers are intelligent to understand, predict and manage employee behavior, they should also know what the employees desire from their jobs. This is because manager can motivate them to perform but cannot force employees. Motivation can be specific as a management process, which support the people to work improved for the overall advantage of the organization, by providing them motives, which are based on their disappointed needs. When people are well motivated, they help the organization to grow and survive in fast changing workplaces. It is essential that with the issue of management and motivation, in cooperation of managers and employees are play a critical role in the progression of motivation. Effective motivation can therefore only be achieve when both managers and employees be active in organization.

MOTIVATIONAL FACTORS

There are some factors that motivate a personality to work. The motivational factors can be generally divided into two group.

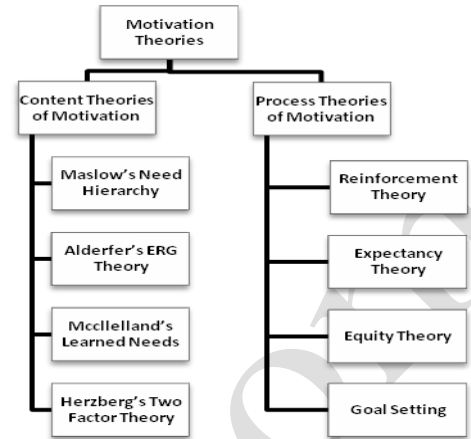
I).MONETARY FACTORS

Salaries or wages, Bonus, Incentives, Special individual incentives.

II).NON MONETARY FACTORS

Status or job title, Appreciation and recognition, Delegation of authority Working conditions, Job security, Job enrichment, Workers participation, Cordial relations and Other factors are Providing training to the employees, Good job placements, Good superiors, Proper promotions and transfers, Proper performance feedback, Good welfare facilities, Flexible working hours.

SUMMARY OF MOTIVATION THEORIES



CONTENT THEORIES OF MOTIVATION

I).The hierarchy of need theory:

Maslow hierarchy of need as a theory in psychology proposed by Abraham Maslow in his 1954 book "Motivation and personality". Maslow hierarchy of need is often portrayed in a shape of pyramid (Maslow, 1954) with the biggest and most essential level of needs at the bottom, and the need for self actualization at the top. Physiological Needs (hunger, thirst, sleep), Safety Needs (emotional and physical), Social Needs (sense of belonging, acceptance), Esteem Needs (recognition, status), Self-actualization Needs (fulfillment and personal growth)

II).The ERG theory of motivation:

The ERG theory of motivation propounded by Clayton Alderfer is in fact an effect of Maslow's theory. ERG theory needs which he classified as

E-Existence needs-Relatedness needs, G-Growth needs

III).Frederick Herzberg's Two-Factor Theory

The two-factor theory (also known as dual-factor or motivation-hygiene theory) defines that there are definite factors in an organization that guide to job satisfaction, while different ones cause dissatisfaction. It was developed by psychologist Frederick Herzberg, who theorized that job satisfaction and job dissatisfaction act separately and not the opposites of each other.

Motivational factors (Factors for Satisfaction):The motivational factors give up positive satisfaction and cannot be regard as motivators. Motivational factors include:



Achievement, Recognition, The meaning of work itself, Responsibility, Advancement, Growth and promotional opportunities.

Hygiene factors (Factors for Dissatisfaction): Hygiene factors are those job factors which are necessary for survival of motivation at workplace. Hygiene factors include: Company policies, Supervision, Relationship with supervisor and peers, Work conditions, Salary, Security, Status.

IV).McClelland’S Three-Needs Theory

David McClelland and his associates proposed the three needs theory which says there are three acquired needs that are major motivators in job. Three needs are:

- i) Need for achievement
- ii) Need for Affiliation
- iii) Need for power

PROCESSTHEORIESOFMOTIVATION

I).Reinforcement Theory of Motivation

Reinforcement theory views human Behavior as determined by its environmental consequences. Psychologist B.F.Skinner popularized the concept of operant conditioning as the process of applying the law of effect to control behavior by manipulating its consequences.

Positive reinforcement, Negative reinforcement, Punishment, Extinction.

II. Expectancy Theory

Vroom’s expectancy theory brought together lots of the elements of the previous theories. It combines perceptual aspects of equity theory with the behavioral aspects of the other theories; it gives the equation.

$M = E \times I \times V$ Where:

M-Motivation, **E**-Expectancy,

I-Instrumentality, **V**-Valence.

This shows that motivational force is related to a multiplicative manner. The summary is that people tend to sustain behaviour that outcome in the satisfaction of their requirements.

III. Equity theory

This theory of motivation centre on the principle of balance or equity. According to this theory level of motivation in a personality is related to his or her perception of equity and fairness practiced by organization. Greater the equality professed higher the motivation and vice versa. In this appraisal of fairness, employee makes evaluation of input in the job (in terms of contribution) with that of outcome (in terms of compensation) and compares the same with that of another associate of equivalent cadre. Persons evaluate their job inputs and outcomes with those of others and then act in response so as to eliminate any inequities.

IV. Goal setting theory

Edwin Locke proposed that setting specific goals will improve motivation. Salient features of this theory are the following: Specific goal fix the wants of resources and efforts, complicated goals result higher performance than easy job, improved feedback of results leads to better performance better than lack of feedback, Contribution of employees in goal has mixed outcome, Attachment of setting goal, however, increases approval of goal and involvements. Goal setting theory has well-known two factors which influences the performance. Goal commitment and Self efficiency.

CONCLUSION

The proper employees’ motivation is well thought-out to be a philosophical management problem, regarding the relationships with the subordinates. We should take into account that there can be a better HR management through an efficient motivation and recognition system. There should be a standard to assess the performances and how to allocate of the rewards. The promotion opportunities should be more open by increasing employees’ skills through program. The company ought to give confidence the personal skills development and potential, to motivate employees who accomplish their tasks absolutely. In case of new employees, the organization must explain support for them and invest in creativity and initiative. Moreover, there must be better performance broadcasting. As a conclusion, an employee can be motivated for more productive and effective work, if employers think about the needs of individuals.



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