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## Motivation: a driving tool to employee productivity.

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### ABSTRACT

"Motivation", the word itself is so positive in nature. Right from our childhood days we have been hearing the word 'Be Positive'. Why? Because it leads to enhanced confidence and productivity thereby leading to success in life. positivity being such a crucial factor has made me focus on a very important word driving immense positivity and that is MOTIVATION.

Motivation has become a driving tool to employee productivity in any organization in today's hi-tech competitive world of real business. This paper focuses on how motivation enhances productivity of the employees in any organization. Being a very crucial factor in enhancing the productivity, it becomes very important for any organization to have proper and systematic study on Motivation so as to not only survive but also succeed and grow in today's cut-throat competition.

This paper examines the role of Motivation in improving productivity. This is the general tendency that people are lazy in their workplace and they try to avoid work as much as possible. They are generally forced to work. According to scientists, motivation is all about stimulating people to action to accomplish goals. Productivity means the capability to produce. But if we see through the management's viewpoint, Productivity is a ratio between what is produced and what is required to be produced. This Theory tries to find out the link between the extent of motivational strategies adopted for the purpose of motivating employees to increase their performance at workplace. It is examined through the help of related studies in this field. This paper presents conceptual findings. The data obtained through this study presents a clear cut picture of what is required for improving productivity. Productivity is only possible when the Employees find their work meaningful and recognize their responsibility. This Paper also considers the fact that all the Employees don't perform equally even though same motivational schemes are present in the Organization.

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## Introduction

Employee productivity plays a vital role in any organization's success, which is only possible if Employees are motivated. Unmotivated Employee produce lots of problems in any Organization such as :- Absenteeism, Indiscipline etc. As it is said also that "HAPPY WORKERS ARE PRODUCTIVE WORKERS". But the question which comes before any organization is that how the workers can be happy. It is only possible if the Employees are motivated.

After studying Herzberg theory of Motivation, we know that Employees get satisfaction in workplace if the Hygiene Factors are available such as: \_ regular and timely salary, good working condition , personal life , fair behavior and justice.

But only Hygiene Factors are not important for Motivation. This only provides stability of Employees in the workplace, but does not give speed to productivity.

Increase productivity is only possible if the employees are getting motivated .

The dictionary Webster's defines motivation as something inside people that drives them to action. Motivation varies according to variations in personality from person to person.

Motivation comes from inside such as thoughts, beliefs, goals, ambitions etc.

### Problem Formulation

As we know that various researches have been conducted on Motivation, but still there is a need to know that what are the things which motivate Employees.

Now days almost every organization have launched Incentive programs for high performance, but these programs are not working on Every Employee.

This is the major problem faced by Employers now days.

### Significance of the study

- This research will be helpful to know about the various factors that increase efficiency of Employees at workplace.
- Motivation causes goal directed behavior. It helps people to move in a desired direction and earn rewards. In organizations where managers try to understand the needs of employees and institute appropriate incentive systems, accomplishment of goals in fairly easy.
- This research will also be helpful in knowing the various motivational scheme. Attractive motivational schemes satisfy the needs of employees. As a result, their commitment to organizational work increases.
- This study will also be helpful in developing morale of the Employee. Motivation brings employees closer to organization. The needs of employees are met through attractive rewards, promotional opportunities, etc.

employees begin to take more interest in organizational work.

### Research questions

Following are the questions on which this study focuses:-

- a) Does money act as motivator?
- b) How effectively various rewards work for Employees Motivation
- c) How can Employees work at their peak
- d) Why All Employees don't perform the same In Spite of availability of various incentive Scheme?
- e) How Motivation is related with productivity?

### Literature Review

Various Researches have been done on Motivation and Many different kinds of conclusions have been derived from this. Such as: Only giving timely Salary does not work as a motivator at all, Employees do not give their 100% just because of satisfaction derived from job etc.

Various Motivational Theories have been given by Eminent Theorists and scientists:-

### Maslow's Theory of Human Motivation and Hierarchy of Needs

A Brief Overview: Abraham Harold Maslow Maslow (1908-1970) was an American psychologist and psychology professor, working with Brandeis University, Brooklyn College, New School for Social Research, and Columbia University. Abraham Harold Maslow He proposed his Hierarchy of Needs in his 1943 paper "A Theory of Human Motivation" . He also preferred to stress the importance of focusing on Man's positive qualities when doing research. Maslow's Theory of Human Motivation Maslow identified 5 sets of human needs arranged in a hierarchy based on their importance and priority. When one set of needs have been met, they cease to be a motivating factor.

### Herzberg's Two Factor Theory

The Motivator-Hygiene theory.→ Job enrichment →Frederick Herzberg • Frederick Irving Herzberg: April 18th 1923 - January 19th 2000 in Massachusetts. • He was an American psychologist. • One of the most influential names in business management. All About Two Factor Theory Two Factor Theory states that there are certain factors in the workplace that causes in job satisfaction, while a separate set of factors cause dissatisfaction. Hygiene Factors&Motivatoion Factors . The Dual Structure Theory • Herzberg proposed the Motivation-Hygiene Theory, also known as the The Dual Structure Theory or Two factor theory (1959) of job satisfaction. • According to his theory, people are influenced by two sets of factors.

### Alderfer's ERG theory

Alderfer, expanding on Maslow's hierarchy of needs, created the *ERG theory*. This theory posits that there are three groups of core need — existence, relatedness, and growth, hence the label: ERG theory. The existence group is concerned with providing our basic material existence requirements. They include the items that Maslow considered to be physiological and safety needs. The second group of needs are those of relatedness- the desire we have for maintaining important personal relationships. These social and status desires require interaction with others if they are to be satisfied, and they align with Maslow's social need and the external component of Maslow's esteem classification. Finally, Alderfer isolates growth needs as an intrinsic desire for personal development. These include the intrinsic component from Maslow's esteem category and the characteristics included under self-actualization.

**Achievement motivation** was studied intensively by **David C. McClelland**, John W. Atkinson and their colleagues since the early 1950s. Their research showed that business managers who were successful demonstrated a high need to achieve no matter the culture. There are three major characteristics of people who have a great need to achieve according to McClelland's research.

- They would prefer a work environment in which they are able to assume responsibility for solving problems.
- They would take calculated risk and establish moderate, attainable goals.
- They want to hear continuous recognition, as well as feedback, in order for them to know how well they are doing.

### Expectancy theory (Victor H. Vroom (1964) )

This theory contains two expectations:- 1. Efforts lead to performance & 2. Performance leads to Rewards.

### Incentive Theory of Motivation ( Skinner)

The incentive theory suggests that people are motivated to do things because of external rewards. For example, you might be motivated to go to work each day for the monetary reward of being paid.

Beside these Theories, one more categorization has also been done in the field of human motivation Which is **intrinsic motivation**:-

comes from the intrinsic value of the work for the individual, **and Extrinsic Motivation**:- comes from the desire to obtain some outcomes that are separate from the work itself.

Till today many research have been done in the field of human motivation but no any study has come to the conclusion that which type of incentive scheme will be suited for the majority of the employees because In spite of availability of many incentive schemes, All Employees

are not performing same. Still many Employees are coming in the category of "**POOR PERFORMER**". So it insists that there is a need of more research in this area.

### Hypothesis

- 1) Every Employee who gets recognized can perform good.
- 2) Different Employees requires different approach of motivation to get motivated.

### METHODOLOGY

There are several methodologies, but in order to come towards a generalized solution I conducted survey which includes Business executives, Employer of various organization of the Nanded City. This versatility provides a deep sense of understandings towards motivation. This study focuses on two major tools:-

- (1) Survey: - Survey from different Executives, Employers towards different angles of strategies which affects and increase motivation.
- (2) Questionnaire: - Questionnaire was kept confidential. It consists question regarding different concepts such as Employee's beliefs, Thoughts, capability, Behavior, Characteristics etc. This questionnaire was designed keeping in view that what should be the steps to be taken due to which all the Employees at workplace can be able to perform at least good.

### Data analysis procedure

The data which will be gathered through different executives, managers and employers will help me to test my hypothesis. Data interpretation will be done with the help of different statistical tools.

The Questionnaire will be given to 30 employees, 30 managers of different organizations.

Data interpretation and Findings

### For Employees

Employees were asked some open ended questions, Few Example of which are:-

- a) Do you feel money is a motivator? If yes than why?
- b) What type of environment should be present at workplace and what should be the level of discipline present for encouraging work?
- c) What are the things which force you to perform?
- d) Do you feel salary increment motivates you to do better than before? If yes than why.
- e) Do you get motivated if the Employer appreciates you for the work you have done ? If yes than why.

The response collected by the Employees was interpreted with the help of different statistical tools and Excel. It showed following data:-

Motivating Factor which were identified includes Discipline(36%), Rewards (16%), Salary Hike (25%) Criticism (10%), Incentive ( 13%).

### For Managers

Managers were also asked open ended questions, some of them are:-

- a) In which type of situation Employees perform better than before?
- b) Do you think that training increases the productivity of all the Employees? If no than why according to you?
- c) When Employees perform better? When getting criticized or when getting appreciated?
- d) What is the best source to motivate? Money or supportive environment?

The response collected by the managers was interpreted and it showed the following data:-

Motivating factor which were identified by managers includes:- money(59%) followed by recognition (20%), training (10%),criticism (5%) and supportive behavior (6%).

### Result

Both Employees and Managers agreed on the point that motivation is necessary to boost productivity but there was difference in their perception. Employees consider Discipline, work culture and supportive environment as the best motivators Whereas Employers consider Money as the best motivator. Managers did not consider training as a motivator.

Although the sample size was small so it was not capable of giving the Accurate Result.

### Conclusion

**Motivation** is the driving force that causes the flux from desire to will in life. Motivation is an inner drive to behave or act in a certain manner. "It's the difference between waking up before dawn to pound the pavement and lazing around the house all day."These inner conditions such as wishes, desires and goals, activate to move in a particular direction in behavior. The Result shows that if the Employees are not motivated it will directly have impact on their productivity. The profitability of the organization will start to decline due to unmotivated Employees. Motivated Employees have the power to fulfill the goal of the organization even though they are less in number. So If the Employees are unmotivated than the managers will need to recruit

additional Staffs which will ultimately increase the cost of organization.

According to this study, Employees perform better if they are given proper opportunity in a healthy environment Employees show less destructive behavior if they have faith on Organization and if they see a proper career path in the organization.

Emotions also play Vital role in improving the productivity These are the belief, Thoughts and different shades of the personality which encourages someone to perform or to not.

Monitory Factors such as salary increment, Bonus, Incentives also work as a motivator according to this study.

At last this study concludes at the point that motivation is key to productivity. An organization is able to achieve its goal through and with the help of Employees. It is only possible if the organization can motivate the Employees, Because motivated Employees creates the beautiful present and the Productive Future of any Organization

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