

Employee Motivation – Theories and Modern Creating Techniques

Dr. Shrikant L. Patil

M.Com., M. Com., MLISc., M.Phil., PGDCA., Ph.D.

Assistant Professor and Research Guide in Commerce, G.P. Porwal Arts, Commerce and V.V. Salimath Science College, Sindagi. Vijayapur Dist. Karnataka State

ABSTRACT

According to **Webster's New Collegiate Dictionary**, a **motive** is "something (a need or desire) that causes a person to act." Motivate, in turn, means "to provide with a motive," and motivation is defined as "the act or process of motivating." Thus, **motivation** is the act or process of providing a motive that causes a person to take some action. In most cases motivation comes from some need that leads to behavior those results in some type of reward when the need is fulfilled. The performance that employers look for in individuals rests on ability, motivation, and the support individuals receive; however, motivation is often the missing variable. **Motivation** is the desire within a person causing that person to act. People usually act for one reason: to reach a goal. Thus, motivation is a goal directed drive, and it seldom occurs in a void. The words need, want, desire, and drive are all similar to motive, from which the word motivation is derived. Understanding motivation is important because performance, reaction to compensation, and other HR concerns are related to motivation.

Keywords: Employee motivation, motivation theories and Modern Motivation techniques,

INTRODUCTION

The term motivation derives from the Latin movere," to move." It is virtually impossible to determine a person's motivation until that person behaves or literally moves. By observing what someone says or does in a given situation, one can draw reasonable inferences about his or her underlying motivation. As it is used here, the term motivation refers to the psychological process that gives behavior purpose and direction. By appealing to this process, managers (motivators) attempt to get individuals to willingly pursue organizational objectives. Motivation is a psychological force within an individual that sets him in motion for achievement of certain goals or satisfaction of certain needs. Psychologists believe that if we can identify what motivates a person, we can understand the person. It is the energy that gives them the strength to get up and keep going even when things are not going their way. Motivation is a term that refers to a process that elicits, controls, and sustains certain behaviors. It is a group phenomenon which affects the nature of an individual's behavior, the strength of the behavior, and the persistence of the behavior. For instance: an individual has not eaten, so he or she feels hungry, and as a response he or she eats and diminishes feelings of hunger. There are many approaches to motivation: physiological, behavioral, cognitive, and social. It is the crucial element in setting and attaining goals—and research shows you can influence your own levels of motivation and self-control. According to various theories, motivation may be rooted in a basic need to minimize physical pain and maximize pleasure; or it may include specific needs such as eating and resting; or a desired object, goal, state of being, or ideal; or it may be attributed to less-apparent reasons such as altruism, selfishness, morality, or avoiding mortality. Conceptually, motivation should not be confused with either volition or optimism. Motivation is related to, but distinct from, emotion.

Motivation refers to an internally generated drive to achieve a goal or follow a particular course of action. Highly motivated employees focus their efforts on achieving specific goals. It's the manager's job, therefore, to motivate employees—to get them to try to do the best job they can. Motivated employees call in sick less frequently, are more productive, and are less likely to convey bad attitudes to customers and co-

workers. They also tend to stay in their jobs longer, reducing turnover and the cost of hiring and training employees. Motivation can be specified as a management process, which encourages people to work better for the overall benefit of the organization, by providing them motives, which are based on their unfulfilled needs. The matters arising is: “why managers need to motivate employees?” (Herzberg, 1959). According to Smith (1994) it is because of the survival of the company. Amabile (1993) contributed to this statement by arguing that it is necessary for managers and leaders of organization to learn to understand and effectively deal with their employee’s motivation; since motivated employees’ are the pillars of successful organization in present and future century. She also indicates that unmotivated employees may probably contribute little effort in their jobs, stay away from workplace as much as possible, go out of the organization and make low quality of work. When employees are well motivated, they help the organization to grow and survive in fast changing workplaces.

Organizations are in deep need of motivated employees as it is being understood that motivation affects helps achieve following **organizational objectives**:

1. Unified direction of the group/Teams
2. Higher level of effectiveness and efficiency
3. Elevated organizational commitment
4. Optimum use of resources
5. Building a performance oriented environment (Creative & Innovative)
6. Increases organization ability to face uncertain business challenges
7. Employee retention and attraction for stable and continuous manpower supply

NEED FOR STUDY ON EMPLOYEE MOTIVATION

Motivation is an important stimulation which directs human behavior. No individual has same attitude or behavior, hence in midst of this diversity organization are supposed to frame practices which will be able to satisfy the group and not just an individual. Organization should be able to identify and evaluate internal motivation which an employee derives from job satisfaction and further enhance it with external motivation as required for which organization could take note of motivation theories.

THEORIES OF MOTIVATION

There have been number of theories on motivation explaining similar aspects of motivation, they are as following:

Maslow’s need hierarchy theory: The theory explains five levels of need which follow a hierarchy. The need for the next level arises with the fulfillment of the earlier need. Following are the needs Physiological needs, safety and security need, Social need, Self worth and Self actualization. There are exception to the theory that sometimes the need may not follow the hierarchy due to unpredictable attitude and behavior of the human being.

Herzberg’s two-factor theory: The theory is also known as two factor theory motivation factors and hygiene factors. The theory states that there are certain factors in the organizational environment which if present will be to motivate the employees and certain factors if available may satisfy the employees but if not there do not lead to dissatisfaction.

McGregor’s theory ‘x’ and theory ‘y’: The theory states that function of motivating people involves certain assumption about human nature. Theory X and Y are two sets of assumptions about the nature of people. Every set of nature will have to adopt different way to motivate and achieve the results.

Vroom’s valence x expectancy theory: The theory is also known as expectancy theory and states that the behavior of an employee depends on the expected outcome of the act.

Goal-setting theory: The theory is based on the principle of goal clarity being an important factor of motivation.

ERG theory of motivation: The theory proposed by Clayton is an modified version of Maslow's theory of hierarchy of need. The theory divides needs in to three categories Existence, relatedness and growth.

McClelland's theory of needs: The theory stresses that the human behavior is affected by three needs Power, Achievement and Affiliation.

Reinforcement theory of motivation: The theory founded by B F. Skinner and his associates proposed that the individual behavior if function of its consequence. It is based on the law of effect.

Equity theory of motivation: The theory is based on the principle of equality. It states that the motivation is related to directly to the perception of equity practiced by the organization.

Motivation is a significant factor that urges people to give their best execution and help in arriving at big business objectives. Solid positive inspiration will empower the expanded yield of workers yet a negative inspiration will decrease their exhibition.

TYPES OF MOTIVATION

1. Intrinsic Motivation

Intrinsic motivation is a type of motivation in which an individual is being motivated by internal desires. For example, let's say an individual named Bob has define himself an objective to start shedding pounds and getting more beneficial. How about we likewise envision that Bob's motivation to seek after this way of wellness and wellbeing is to improve his wellbeing in general and feel more joyful with his appearance. Since Bob's craving to change originates from inside, his inspiration is intrinsic.

2. Extrinsic Motivation

Extrinsic motivation, on the other hand, is a type of motivation in which an individual is being motivated by external desires. Instead of being inspired by the need to look better and feel more beneficial, suppose that Bob was feeling pressure from his significant other to thin down and improve his physical make-up with the goal that she would be more pulled in to him. Since this weight originates all things considered this is an example of extrinsic motivation.

3. Positive Motivation

In real sense, motivation means positive motivation. Positive motivation initiates individuals to do work in the most ideal way and to improve their presentation. Under this better offices and prizes are accommodated their better execution. Such rewards and offices might be money related and non-monetary.

4. Negative Motivation

Negative motivation aims at controlling the negative endeavors of the work and tries to make a feeling of dread for the laborer, which he needs to languish over absence of good execution. It depends on the idea that if a laborer flops in accomplishing the ideal outcomes, he ought to be rebuffed.

5. Minor Forms of Motivation

All types of motivation are going to fall into one of the two categories above. Now that we've covered these motivational types and provided you with some examples, here are minor forms of motivation that are capable of making a big impact in your life! **6. Reward-Based Motivation or Incentive Motivation**

Incentive motivation or reward-based motivation is a type of motivation that is utilized when you or others know that they will be a reward once a certain goal is achieved. Since there will be something to anticipate toward the finish of an errand, individuals will regularly turn out to be increasingly resolved to oversee the undertaking with the goal that they can get whatever it is that has been guaranteed. The better the prize, the more grounded the inspiration will be.

7. Fear-Based Motivation

The word "fear" carries a heavy negative meaning but when it comes to motivation, this is not necessarily the case. Anyone who is big on goal-setting and achievement knows that accountability plays a

huge role in following through on goals. At the point when you become responsible either to somebody you care about or to the overall population, you make an inspiration for yourself that is established in the dread of disappointment. This dread encourages you to do your vision with the goal that you don't bomb before the individuals who know about your objective. Dread based inspiration is incredibly ground-breaking as long as the feelings of dread is sufficiently able to keep you from stopping.

8. Achievement-Based Motivation

Titles, positions, and roles throughout jobs and other areas of our lives are very important to us. Those who are constantly driven to acquire these positions and earn titles for themselves are typically dealing with achievement-based motivation.

MODERN CREATING EMPLOYEE MOTIVATION TECHNIQUES

1. Merit Increases

Merit increases are a simple pay increase that is awarded to an employee who has excelled in performance and productivity. Many companies allow this type of pay of merit award but with restrictions regarding time frames and limits. They also may require you to do a an employee performance review. Smaller companies that have less restrictions benefit well using this technique.

2. Recognition

Using recognition has always been a solid answer to how to motivate employees. Its all about appreciating your staff and letting them know that they are doing good. Make sure that others hear what you are saying. Use meetings, hallways and even the lunch room as possible platforms.

3. Talk to employees about career plans

Many employees would like to advance their career, but for some reason don't inquire about it. Leaders can still motivate employees that they feel are promotable. The simple conversation alone will improve their self esteem and confidence. They may even surprise you with increased performance. The point here is don't wait for them to come to you, go after them and inspire.

4. Thank you notes

Thank you notes handwritten personal sentiments that are effective. Notes can be written on paychecks or by leaving a not on an employees desk. **Try Team Building Games** Fun team building games are a highly effective way to solve your problems of how to motivate employees. These ideas will inspire and motivate your staff. There are some really simple ones that can create quickly with no cost.

5. Movie passes

This type of award is similar to a merit increase that was mentioned above. This idea is way to work around restrictions of merit increases. Movie passes fall under the heading with gift cards, so your choices are unlimited.

6. Coffee

This one may be the oldest trick in the book of how to motivate employees. Most offices have some sort of coffee making capabilities. Surprise the staff, take a coffee order and pick it up or schedule it for the next morning.

7. Lunch

Schedule a potluck or provide lunch for staff. Providing lunches impress, but the scheduled luncheons provide something to look forward to. Ask the staff for suggestions for an added touch.

8. Birthday acknowledgement

There is something about birthdays and the workplace that go hand in hand. It's a good way to break up the day with a little fun. Many managers pick up the cost themselves. While others arrange a schedule for the year. One employee is responsible for another employees birthday.

9. Word of the day

It can really have fun with this one. Have staff come up with some bizarre words. Designate times throughout the day to use the specific word. If you want to really have some fun turn the word into a chant.

10. Make time for employees

Another way of how to motivate employees is just make time for your staff. Listen to what they have to say. Learn a little about them and show them that you are interested. Spending a little time will provide employees the sense that they are more than just a number.

11. Inspirational stories

There are many stories that one can find to talk about. Movies, books and even current events. Whatever story you choose, try to make it relatable.

12. Inspirational sayings

Use these simple sayings throughout the day, but don't overdo it. Inspirational sayings can be found in motivational posters that you could hang around the office. These poster are most effective in sales types of offices. The main reason for their success is that they get you to think and focus on the task. Companies in India with a human face reach out to its employees in the time of crisis, supporting them and even taking care of the medical expenses of the ailing members in their family. Gone are the days when employees only looked for high paying jobs in a ruthless office set up. A friendly working environment, special healthcare facilities, flexible work hours, work from home options, women-friendly policies and support among the team members keep employees highly motivated in these companies.

CHALLENGES TO MOTIVATION

It is altogether not very easy for an organization to create a motivated and committed environment, following are a few challenges faced:

1. Dynamic and competitive business environment
2. Ignorance and less understanding of importance motivation on the part of management
3. Non commitment of organization towards employee expectation, a narrow mindset
4. Non – competitive organizational structure and people policies and practices
5. Less understanding of the employee expectations
6. Existing performance management system
7. The vague organizational expectation from employees
8. Competitive employee market, creating high mobility of employees

CONCLUSION

A motivated employee is a valuable asset, who can deliver immense value to the organization in maintaining and strengthening it business and revenue growth. To enhance understanding of employee motivation, managers must recognize the imperativeness of employee motivation, its concepts, and differences in individual needs. Subsequently managers need to be aware of a variety of employee motivational factors and the changes in priorities of these factors overtime. Moreover, managers have to learn previous or current motivational programs, examples, and theories behind them because understanding of these fundamentals can enhance their ability to identify rewards system that can be matched with employee needs. And successful implementation of the theory will definitely ensure positive minded employees and which ultimately ensures the success of an organization. So motivation is one of the vital factors for development of an organization. Motivation can change the profit figure of the organization such as its improving productivity. And in the end, it ensures the betterment of the overall economic condition of a county.

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