

Motivation and its impact on organization

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ABSTRACT

Motivation is an internal feeling which can be understood only by manager since he is in close contact with the employees. Needs, wants and desires are inter-related and they are the driving force to act. These needs can be understood by the manager and he can frame motivation plans accordingly. We can say that motivation therefore is a continuous process since motivation process is based on needs which are unlimited. Motivation is important to an individual as it will help him to achieve his personal goals. If an individual is motivated, he will have job satisfaction. Motivation is important to a business as the more motivated the employees are, the more empowered the team is. The more is the team work and individual employee contribution, more profitable and successful is the business. Motivation will lead to an optimistic and challenging attitude at work place.

Keywords

Motivation, Affiliation, Dynamism, Organizational goals

Introduction

The term ‘motivation’ has been derived from the word ‘motive’. Motive may be defined as an inner state of our mind that activates and directs our behaviour. It makes us move to act. It is always internal to us and is externalized via our behaviour. Motivation is one’s willingness to exert efforts towards the accomplishment of his/her goal. Let us consider a few important definitions on motivation that will help us understand the meaning of motivation more clearly. Fred Luthans defined motivation as a “process that starts with a physiological or psychological deficiency or need that activates behaviour or a drive that is aimed at a goal or incentive”. According to Stephen P. Robbins “motivation is the willingness to exert high levels of efforts toward organisational goals, conditioned

by the effort ability to satisfy some individual need”. In the opinion of Gray and Starke “motivation is the result of processes, internal or external to the individual, that arouse enthusiasm and persistence to pursue a certain course of action”.

Factors enhancing employees’ motivation

Employees want to earn reasonable salaries, as money represents the most important incentive, when speaking of its influential value (Sara et al, 2004). Financial rewards have the capacity to maintain and motivate individuals towards higher performance, especially workers from production companies, as individual may use the money to satisfy their needs. Therefore, pay has a significant impact in establishing employees’ diligence and commitment, being a key motivator

for employees. Nevertheless, studies have shown that pay does not boost productivity on the long term and money does not improve performance significantly (Whitley, 2002). Moreover, focusing only on this aspect might deteriorate employees' attitude, as they might pursue only financial gains. Fortunately, there are other non-financial factors that have a positive influence on motivation, such as rewards, social recognition and performance feedbacks. Numerous researches have also pointed out that rewards lead to job satisfaction, which in turn influence directive and positively the performance of the employees. Moreover, rewards are one of the most efficient tools of management when trying to influence individual or group behaviour, as to improve organization's effectiveness. The vast majority of companies use pay, promotion, bonuses and other types of rewards to motivate employees and to increase their performance. To develop salary structures, according to the importance of each job, individual performance and special allowances. Employees can also be motivated through proper leadership, as leadership is all about getting thing done the right way. In order to achieve these goals, the leader should gain the employees' trust and make them follow him. Nevertheless, in order to make them trust him and complete their tasks properly for the organization, the employees should be motivated. The leaders and the employees help one another to attain high levels of morality and motivation. Trust represents the perception of one individual about others and his willingness to act based on a speech or to comply with a decision. Therefore, trust is an important factor for an organization that wants to be successful, as it has the ability to enhance employees' motivation and foster interpersonal communication. Irrespective of the degree of technical automation, attaining high levels of productivity is influenced by the level of motivation and effectiveness of the staff. Therefore, developing and implementing employee training programs is a necessary strategy to motivate workers. In addition, a good

communication between the managers and the workforce can instigate motivation, as the degree of ambiguity decreases.

Motivation Cycle or Process:

Motivation is a process or cycle aimed at accomplishing some goals. The basic elements included in the process are motives, goals and behaviour. A brief mention of these follows:

Motives:

Almost all human behaviour is motivated. It requires no motivation to grow hair, but getting a hair cut does. Motives prompt people to action. Hence, these are at the very heart of motivational process. Motives provide an activating thrust towards reaching a goal. The examples of the needs for food and water are translated into the hunger and thirst drives or motives. Similarly, the need for friends becomes a motive for affiliation.

Goals:

Motives are generally directed towards goals. Motives generally create a state of physiological or psychological imbalance. Attaining goals restores balance. For example, a goal exists when the body of the man is deprived of food or water or one's personality is deprived of friends or companions.

Behaviour:

Behaviour is a series of activities to be undertaken. Behaviour is directed to achieve a goal. For example, the man goes to saloon to cut his hair. Diagrammed simply, the cycle or process of motivation is presented in Figure 17.1 as follows:

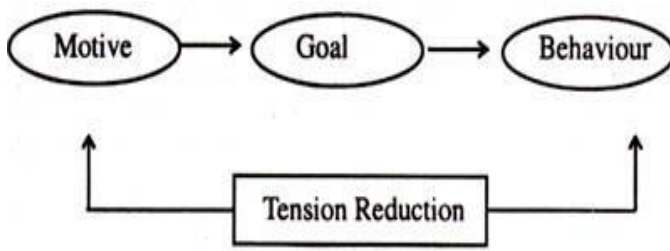


Fig. 17.1: Motivation Process

Motivation is a theoretical construct used to explain behaviour. It represents the reasons for people's actions, desires, and needs. Motivation can also be defined as one's direction to behaviour, or what causes a person to want to repeat a behaviour and vice versa.^[1] A motive is what prompts the person to act in a certain way, or at least develop an inclination for specific behaviour.

Types of motivation

It's important to understand that we are not all the same; thus effectively motivating your employees requires that you gain an understanding of the different types of motivation. Such an understanding will enable you to better categorize your team members and apply the appropriate type of motivation. You will find each member different and each member's motivational needs will be varied as well. Some people respond best to intrinsic which means "from within" and will meet any obligation of an area of their passion. Quite the reverse, others will respond better to extrinsic motivation which, in their world, provides that difficult tasks can be dealt with provided there is a reward upon completion of that task. Become an expert in determining which type will work best with which team members.

- **Intrinsic Motivation:-** Intrinsic motivation means that the individual's motivational stimuli are coming from within. The individual has the desire to perform a specific task, because its results are in accordance with his belief system or fulfils a desire and therefore importance is attached to it.

Examples:-

- Curiosity: We all have the desire to be in the know.
 - Honour: We all need to respect the rules and to be ethical.
 - Independence: We all need to feel we are unique.
 - Order: We all need to be organized.
 - Power: We all have the desire to be able to have influence.
 - Social contact: We all need to have some social interactions.
 - Social Status: We all have the desire to feel important.
- **Extrinsic Motivation:-** Extrinsic motivation means that the individual's motivational stimuli are coming from outside. In other words, our desires to perform a task are controlled by an outside source. Note that even though the stimuli are coming from outside, the result of performing the task will still be rewarding for the individual performing the task.

Extrinsic motivation is external in nature. The most well-known and the most debated motivation is money. Below are some other examples:

- Employee of the month award
- Benefit package
- Bonuses
- Organized activities

Other types of Motivation

- Incentive:-A form of motivation that involves rewards, both monetary and nonmonetary is often called incentive motivation. Many people are driven by the knowledge that they will be rewarded in some manner for achieving a certain target or goal. Bonuses and promotions are good examples of the type of incentives that are used for motivation.
- Fear:-Fear motivation involves consequences. This type of motivation is often one that is utilized when incentive motivation fails. In a business style of motivation often referred to as the, “carrot and stick,” incentive is the carrot and fear is the stick. Punishment or negative consequences are a form of fear motivation. This type of motivation is commonly used to motivate students in the education system and also frequently in a professional setting to motivate employees. If we break the rules or fail to achieve the set goal, we are penalized in some way.
- Achievement:-Achievement motivation is also commonly referred to as the drive for competency. We are driven to achieve goals and tackle new challenges. We desire to improve skills and prove our competency both to others and to ourselves. Generally, this feeling of accomplishment and achievement is intrinsic in nature. However, in certain circumstances be motivation for achievement may involve external recognition. We often have a desire or need to receive positive feedback from both our peers and our superiors. This may include anything from an award to a simple pat on the back for a job well done.
- Growth:-The need for self-improvement is truly an internal motivation. A burning desire to increase our knowledge of ourselves and of the outside world can be a very strong form of motivation. We seek to learn and grow as individuals. Motivation for growth can also be seen in our yearning for change. Many of us are wired by our personality or upbringing to constantly seek a change in either our external or internal environment or knowledge.
- Power:-The motivation of power can either take the form of a desire for autonomy or other desire to control others around us. We want to have choices and control over our own lives. We strive for the ability to direct the manner in which we live now and the way our lives will unfold in the future. We also often aspire to control others around us. The desire for control is stronger in some people than others. In some cases, the craving for power induces people to harmful, immoral, or illegal behaviour. In other situations, the longing for power is merely a desire to affect the behaviour of others. We simply want people to do what we want, according to our timetable, and the way we want it done.
- Social:-Many people are motivated by social factors. This may be a desire to belong and to be accepted by a specific peer group or a desire to relate to the people in our sphere or in the larger world. We have an innate need to feel a connection with others. We also have the need for acceptance and affiliation.A genuine and passionate desire to contribute and to make a difference in the lives of others can be another form of social motivation. If we have a longing to make a contribution to the world around us, it is generally a sign that we are motivated by social factors.The real importance of understanding the different types of motivation is in our ability to determine which form of motivation is the most effective for inspiring the desired behavior in either others or ourselves. None of these styles of motivation is inherently good or bad, the positive or negative outcome is truly determined by the way they are used.
- Achievement Motivation:-It is the drive to pursue and attain goals. An individual with achievement motivation wishes to achieve objectives and advance up on the ladder of success. Here, accomplishment is important for its own sake and not for the rewards that accompany it. It is similar to ‘Kaizen’ approach of Japanese Management. This motivation is more important for professionals.

- **Affiliation Motivation:-**It is a drive to relate to people on a social basis. Persons with affiliation motivation perform work better when they are complimented for their favourable attitudes and co-operation. This motivation is of greater use where money cannot be used to motivate, especially minimum-wage employees and contingent professionals.
 - **Competence Motivation:-**It is the drive to be good at something, allowing the individual to perform high quality work. Competence motivated people seek job mastery, take pride in developing and using their problem-solving skills and strive to be creative when confronted with obstacles. They learn from their experience. Specialists, like heart surgeons would feel motivated if they get chances to operate upon unique cases.
 - **Power Motivation:-**It is the drive to influence people and change situations. Power motivated people create an impact on their organization and are willing to take risk to do so
 - **Attitude Motivation:-**Attitude motivation is how people think and feel. It is their self- confidence, their belief in themselves, and their attitude to life. It is how they feel about the future and how they react to the past.
 - **Incentive Motivation:-**It is where a person or a team reaps a reward from an activity. It is “you do this and you get that”, attitude. It is the type of rewards and prizes that drive people to work a little harder. Most of the unorganized job workers get motivated when they are offered more money.
- willingness in employees to work. This will help the enterprise in securing best possible utilization of resources.
- **Improves level of efficiency of employees:-** The level of a subordinate or a employee does not only depend upon his qualifications and abilities. For getting best of his work performance, the gap between ability and willingness has to be filled which helps in improving the level of performance of subordinates. This will result into-
 - a. Increase in productivity,
 - b. Reducing cost of operations, and
 - c. Improving overall efficiency.
 - d. There is best possible utilization of resources,
 - e. There is a co-operative work environment,
 - f. The employees are goal-directed and they act in a purposive manner,
 - g. Goals can be achieved if co-ordination and co-operation takes place simultaneously which can be effectively done through motivation.
 - **Employee satisfaction:-**Motivation is an important factor which brings employees satisfaction. This can be done by keeping into mind and framing an incentive plan for the benefit of the employees. This could initiate the following things:
 - h. Monetary and non-monetary incentives,
 - i. Promotion opportunities for employees,
 - j. Disincentives for inefficient employees.
 - **Leads to stability of work force:-**Stability of workforce is very important from the point of view of reputation and goodwill of a concern. The employees can remain loyal to the enterprise only when they have a feeling of participation in the management. The skills and efficiency of employees will always be of advantage to employees as well as employees. This will lead to a good public image in the market which will attract competent and qualified people into a concern. As it is said, “Old is gold” which suffices with the role of motivation here, the older the people, more the experience and their adjustment into a concern which can be of benefit to the enterprise.

Importance of motivation to an organization

Motivation is a very important for an organization because of the following benefits it provides:

- **Puts human resources into action:-** Every concern requires physical, financial and human resources to accomplish the goals. It is through motivation that the human resources can be utilized by making full use of it. This can be done by building

- Productive use of resources:- Modern organisation work through physical, financial and human resources. The utilisation of physical and financial resources depends on the willingness of people to work. Motivation enables people to convert physical and financial resources into useful products. It helps management to get the best out of human as well as non-human resources.
- Increased efficiency and output: Motivation enables people to work enthusiastically. Performance is a product of not merely ability to do a task but the willingness to do the same with zeal and enthusiasm. Motivation bridges the gap between the overall efficiency and output. This, ultimately, helps in reducing the cost of operation.
- Achievement of goals: Motivation causes goal directed behaviour. It helps people to move in a desired direction and earn rewards. In organisations where managers try to understand the needs of employees and institute appropriate incentive systems, accomplishment of goals is fairly easy. If people are not properly motivated, no useful purpose can be served by planning, organising and staffing functions.
- Development of friendly relationships: Motivation brings employees closer to organisation. The needs of employees are met through attractive rewards, promotional opportunities, etc. employees begin to take more interest in organisational work. Their morals are high. They begin to think that the enterprise belongs to them and the interests of the enterprise are their interests and there is no difference between them. This helps in developing cordial relations between management and workers.
- Stability in workforce: Attractive motivational schemes satisfy the needs of employees. As a result, their commitment to organisational work increases. Employees do their tasks loyally and enthusiastically, they are not tempted to leave the organisation. This means reduced employee turnover. Further, satisfaction on the job means reduced absenteeism.
- Acceptance of changes:- Motivated people are not resistant to the changes taken into the organizations. Change is the law of nature and companies have to incorporate different essential ones. With the help of effectively motivated workforce, those changes will be accepted, introduced and implemented without negative attitude and the organization will be kept on the right track of progress.
- Closer to organization:- Motivation brings employees closer to organization. As long as needs of employees are met through attractive rewards, promotional opportunities, etc. employees begin to take more interest in their company. They begin to think that there is no difference between the interests of the enterprise and their interests. This helps in developing cordial relations between management and workers.
- Cost savings: Motivated employees will not only work faster, but they will use their creativity to recommend process improvements that can lead to millions of dollars of saving for your organization.
- Increased quality: Motivated employees will produce quality products, costing you less resources for rework.
- Reduced turn over: Turn-over doesn't only cost you money to replace the individuals, but it also slows down your organization's progress while replacements are being trained.
- Speed to market: Everyone wants their product or services yesterday! Actually, the day you release your new product, people

- will already want a newer version! Having a motivated workforce will ensure that your product release cycle is reduced minimally.
- Increased product value: With motivated employees you will have a better product or service, because the staff will feel like this is their product and will want to make sure that it provides real value to the customers. They will go the extra mile to make your product stand out of from the competition!
 - Contributing to a better society: Motivated employees make happy people, who in turn contribute to a better society.
 - Discipline:-Motivation promotes self-discipline. The idea of discipline generally carries a negative connotation. Subordinates obey a superior and maintain orderly behaviour for fear of punishment. But motivation raises discipline to a positive level. The self-discipline of an individual costs less and accomplishes much more than the discipline imposed by the boss from above. Committed workers discipline themselves. They feel that by doing so they further their own interest.
 - Dynamism:-There is an element of dynamism in motivation. When the rank and file workers and managers are properly motivated, a kinetic energy is generated which produces a tremendous impact not merely on the productivity and profits of an organisation but also on its industrial relations, public image, stability and future development.
 - Human Capital Management – a company can achieve its full potential only by making use of all the financial, physical, and human resources that it has. It is through these resources that the employees get motivated to accomplish their duties. This way, the enterprise begins to glisten as everyone is doing their best to fulfil their tasks.
 - Meeting Personal Goals Help an Employee Stay Motivated and Feel About Themselves to Continue to Produce – Motivation can facilitate a worker reaching his/her personal goals, and can facilitate the self-development of an individual. Once that worker meets some initial goals, they realize the clear link between effort and results, which will further motivate them to continue at a high level. This relates closely to...
 - Greater Employee Satisfaction – Worker satisfaction is important for every company, as this one factor can lead towards progress or regress. In the absence of an incentive plan, employees will not fill ready to fulfill their objectives. Thus, managers should seek to empower them through promotion opportunities, monetary and non-monetary rewards, or disincentives in case of inefficient employees.
 - Raising Employee Efficiency– An employee's efficiency level is not strictly related to his abilities and qualifications. In order to get the very best results, an employee needs to have a perfect balance between ability and willingness. Such balance can lead to an increase of productivity, lower operational costs, and an overall improvement in efficiency, and can be achieved only through motivation.
 - Better Team Harmony – A proper work environment focused on cooperative relationships is highly important for an organization's success. Not only that it can bring stability and profits, but employees will also adapt more easy to changes, fact which is ultimately in the company's benefit.
 - Workforce Stability – Stability of the personnel is highly important from a business point of view. The staff will stay loyal to the enterprise only they meet a sense of participation within the management side. The abilities and potency of staff can be used

in their own advantage, but also in the benefit of the company. This may cause an honest public image within the market which can attract competent and qualified individuals into the business.

- **More Loyal Workforce:-**The more employees are motivated, the more loyal they are towards their work and the organization, on the whole. It proves to be expensive for the organization to hire new employees by investing time and money on their recruitment. Plus, they come with a high employee turnover (the cost of replacing an employee with another one) to the company. On the other hand, loyal workers lead to saving money in recruitment costs, training, and lost productivity, thereby reducing the employee turnover to a great extent. Besides, a company with a group of motivated and loyal workers is more likely to gain a good reputation amongst potential workers and clients.
- **Better Creativity:-**A motivated workforce tends to work freely and more passionately on the tasks assigned. As such, these employees display improved and better levels of creativity and imagination on the job. As a result, a group of innovative and inspired employees help in taking the business to step forward with creative ideas flowing all the while for the betterment of the organization. For inducing more creativity amongst employees, the supervisors have to design such a leadership style which constantly encourages them to provide suggestions, new product ideas, and new cost effective ways of delivering better performances.
- **Appraisal Opportunities:-**The more motivated employees are towards their job goals and objectives, the better are their chances of getting promoted. Depending upon the interest and hard work that an

employee delivers on the job, he is likely to be rewarded accordingly. As such, better levels of performance are more likely to get an employee recognized amongst other workforce, thereby being benefited with an appraisal, promotion, or increased salary pay.

Conclusion

After the needs are satisfied, people will focus more on job performance. People also see social systems, so the sociability aspect of effective organizations cannot be neglected. Last but not least, personal growth is also important to people, as self-actualization and the need for achievement and growth are very powerful needs that influence the development of effective organizations. Management should evaluate employee suggestion scheme and use the feedback from the workforce to improve the organizational environment and fulfil their needs and skills. People are different and they are motivated by diverse needs, such as physiological needs, safety requirements and self-actualization needs. Thus, focusing on employees at every level of the workforce and analyzing each department of the organization will provide detailed accurate information regarding the needs of employees. A motivated and qualified workforce is essential for any company that wants to increase productivity and customer satisfaction. In this context, motivation means the willingness of an individual to do efforts and take action towards organizational goals. The challenge for any manager is to find the means to create and sustain employee motivation. On one hand, managers should focus on reducing job dissatisfaction (working conditions, salary, supervision, relationship with colleagues), while on the other hand should use motivating factors such as achievement, recognition, responsibility and the work itself. Employee participation and empowerment do not only enhance efficiency, growth and innovation but they also increase employee motivation and trust in the organization.

If employees feel appreciated for their work and are involved in decision-making, their enhanced enthusiasm and motivation will lead to better productivity and loyalty.

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