

Impact of employee motivation on work performance

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ABSTRACT

This paper endeavors to understand how an employee work performance could be influenced by the motivation, as the employee work performance excel or fail depends upon the motivation. The research aims to define and understand the role of motivation on employees performance. To determine the motivation's root cause in employee's efficiency various theories of motivations are studied and their correlation with employee performance are detailed. The findings justified the influence on employees psychology and its high influence on employee work efficiency and effectiveness. The research will prove beneficial for researchers to understand the concept of motivation in organization behavior.

KeyWords: Motivation, Employee, Work Performance, Maslow Hierarchy of Needs, Herzberg Two Factor Theory And Vroom Expectancy.

INTRODUCTION

In the present globalized era, business entities bulls eye on to earn massive revenue in each financial year. In that prospect those organizations set different kinds of agendas to get the competitive advantage in the fierce market competition. Business organizations establish good corporate governance to reach their every financial and nonfinancial goal. In order to reach that target those companies are now taking the initiative to keep motivated their skillful employees. Employee motivation brings success to any type of business enterprise, whether that is midsize organization or a multinational company. In order to run the functional process in a smooth manner the companies are preparing some outstanding strategies to maintain the corporate governance and get the competitive advantage in a certain way. Any type of company consists of various departments, such as the finance department, administrative department, public relation department, sales department and human resource department. The human resource department is responsible to manage the employees and to extract Excellencies from the skillful employees; based on the employee performance report Authorities take the decision to promote or demote the employees. Presently the human resource department has a major impact to bring large scale productivity for any organization by managing the employees. According to various researchers of this specific title that is the impact of the motivation of employees on work performance they have stated that if the employees of any companies need to be motivated then their psychological factors need to be assessed by the authority of an organization. In other words some scholars said that employees can not engage with their assigned task until and unless they are pursuing the positive mentality. Interpersonal communication's intended purpose only can be fulfilled if the intrapersonal communication goes in a systematic and satisfied manner. In the subject of communication interpersonal communication is such a factor which helps people to communicate with themselves. If they are able to understand their needs transparently they can plan in a systematic manner in their professional field. This paper highlights the different factors associated with the employee motivation process. In many companies there have been assigned some trainers and personality developers to motivate the employees but all those factors are willing to

enhance the capacity of the employees not to motivate the employees from their inner perspective indeed. If workers do understand about the importance of the work and the professionalism then they automatically will be involved in their assigned work.

Employee satisfaction: Whether employees are happy and satisfied and pleasing their desires & need sat work. Many measures claim that employee satisfaction is a factor in employee motivation, employee goal. Achievement and positive employee confidence in the workplace. Employee satisfaction, while normally a positive in your organization, can also be a disappointment if ordinary employees continue because they are satisfied with your work environment.

Employee Performance: The activity of performance of doing something fruitfully by knowledge as famous from simply possessing it. A performance Comprises an event in which normally one group of people the performer or Performers act in a particular way for another group of people.

Productivity: Productivity is that which people can produce with the smallest amount effort, Productivity is a ratio to calculate how well an organization or individual, industry, country converts input belongings, labor, materials, machines etc. into goods and services.

Working Environment: Stresses, influences, and competitive situation, civilizing, demographic, profitable, usual, political, regulatory, and environmental factors that affect the survival, operations, and development of an organization.

Theories of motivation:

1. Maslow's Hierarchy of Needs

The Hierarchy of Needs theory was coined by psychologist Abraham Maslow in his 1943 paper "A Theory of Human Motivation".

The crux of the theory is that individuals' most basic needs must be met before they become motivated to achieve higher level needs.

The hierarchy is made up of 5 levels:

1. Physiological – these needs must be met in order for a person to survive, such as food, water and shelter.
2. Safety – including personal and financial security and health and wellbeing.
3. Love/belonging – the need for friendships, relationships and family.
4. Esteem – the need to feel confident and be respected by others.
5. Self-actualisation – the desire to achieve everything you possibly can and become the most that you can be.

According to the hierarchy of needs, you must be in good health, safe and secure with meaningful relationships and confidence before you are able to be the most that you can be.

How to apply it to the workplace

Chip Conley, founder of the Joie de Vivre hotel chain and Head of Hospitality at Airbnb, used the Hierarchy of Needs pyramid to transform his business. According to Chip, many managers struggle with the abstract concept of self actualization and so focus on lower levels of the pyramid instead.

Conley found one way of helping with higher levels was to help his employees understand the meaning of their roles during a staff retreat...

Conley's team were able to realise the importance of their job to the company and to the people they were helping. By showing them the value of their roles, the team were able to feel respected and motivated to work harder.

In order to get the most out of your team, you should also make sure you support them in other aspects of their lives outside work. Perhaps you could offer flexible working hours to give employees time to focus on their families and make sure they are paid fairly to help them feel financially stable.



(source: <https://inspiredtraitcom.files.wordpress.com>, maslow motivation theory)

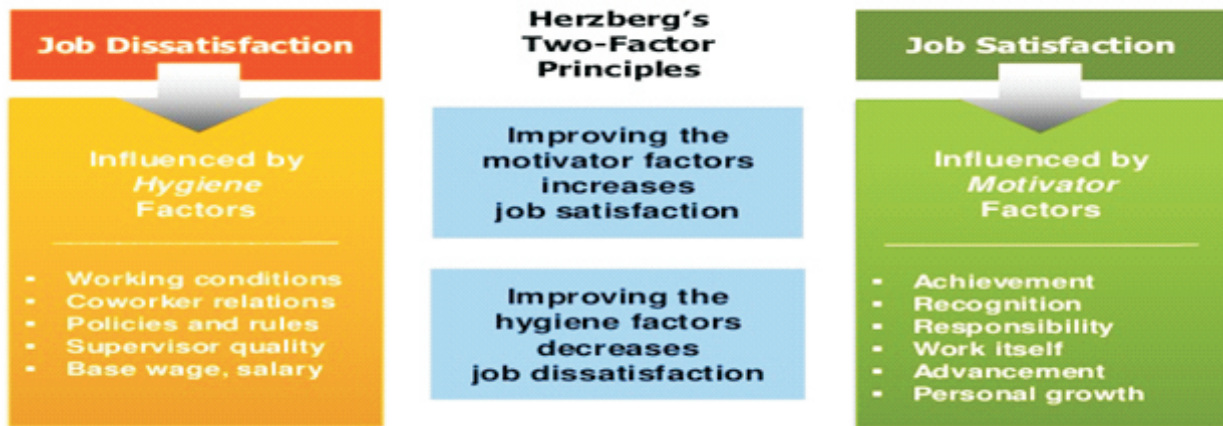
2. Herzberg's Two-Factor Theory

The [Two-Factor Theory of motivation](#) (otherwise known as dual-factor theory or motivation-hygiene theory) was developed by psychologist Frederick Herzberg in the 1950s.

Analysing the responses of 200 accountants and engineers who were asked about their positive and negative feelings about their work, Herzberg found 2 factors that influence employee motivation and satisfaction.

1. Motivator factors – Simply put, these are factors that lead to satisfaction and motivate employees to work harder. Examples might include enjoying your work, feeling recognized and career progression.
2. Hygiene factors – These factors can lead to dissatisfaction and a lack of motivation if they are absent. Examples include salary, company policies, benefits, relationships with managers and co-workers.

According to Herzberg's findings, while motivator and hygiene factors both influenced motivation, they appeared to work completely independently of each other...



(source:<https://s3-us-west-2.amazonaws.com/.png>, Herzberg two factor motivation theory)

3. Vroom Expectancy Theory

Expectancy Theory proposes that people will choose how to behave depending on the outcomes they expect as a result of their behaviour. In other words, we decide what to do based on what we expect the outcome to be. At work, it might be that we work longer hours because we expect a pay rise.

However, Expectancy Theory also suggests that the process by which we decide our behaviours is also influenced by how likely we perceive those rewards to be. In this instance, workers may be more likely to work harder if they had been promised a pay rise (and thus perceived that outcome as very likely) than if they had only assumed they might get one (and perceived the outcome as possible but not likely)

Expectancy Theory is based on three elements:

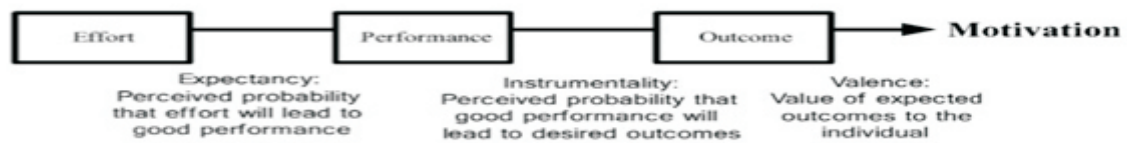
1. Expectancy – the belief that your effort will result in your desired goal. This is based on your past experience, your self confidence and how difficult you think the goal is to achieve.
2. Instrumentality – the belief that you will receive a reward if you meet performance expectations.
3. Valence – the value you place on the reward.

Therefore, according to Expectancy Theory, people are most motivated if they believe that they will receive a desired reward if they hit an achievable target. They are least motivated if they don't want the reward or they don't believe that their efforts will result in the reward.

How to apply it to the workplace

The key here is to set achievable goals for your employees and provide rewards that they actually want. Rewards don't have to come in the form of pay rises, bonuses or all-expenses paid nights out (although I find these are usually welcomed!) Praise, opportunities for progression and “employee of the month” style rewards can all go a long way in motivating your employees.

Vroom's theory



(Source: <https://image.slidesharecdn.com,vroom> expectancy theory of motivation)

Although all these theories will be used as a base for empirical research, the focus will be on Herzberg's Two-Factor theory of motivation. This model will be used to identify and analyse different motivational factors, and find out what has the most influence on employees' motivation in the workplace. The link between employees' motivation and its effect on organizational effectiveness will also be discussed.

REVIEW OF LITERATURE

Nasud believes that the assessment structure is a first-class tool to recover the worth and magnitude of the manpower's performance. At the present time, performance assessment is well thought-out as an imperative feature in human capital administration and an element of the control process in management (Nasud 1999). According to Ali the effectual instrument of assessment in the supervision of recruits if it works acceptably and sensibly Generally worker's concert, pass on to conduct with the aim of appropriate in the direction of secretarial aspiration as well as below the clench of solitary recruits (J.P et al.1993). Development of the evaluation progression is an imperative topic in the government administrator structure which is once a year conducted in the governmental organization, spend a great amount of moments as well as disbursement route for accomplishing the intention similar to: individuals augmentation, as well as improvement, promotions and assignments in administrative position, urging and penalty, revenue amplify, recruits presentation reaction as well as influential for instructive requirements. During the genus for accomplishing intention for an association, each individual be required to have adequate alertness for her/his position among reminiscent of wakefulness, workforce's determination perceive the sturdy and puny points for their concert and manners, so that they will most likely determine the troubles along with paucity to rotate recruits addicted in the direction for further aptitude as well as assessment. (Najafi et al. 2010). According to Fox In spite of the enduring hard work in setting up more efficient structure for performance assessment, there is persuasive proof of the authorities displeasure of the appraisal methods (Fox 1987). Numerous tribulations in the midst for the recruits to affirm organization apprehension be straight for the consequences regarding manager's inability for assessment course of action. Solving many work-related troubles in a range of fields, such as: job task, promotion, relocate, removal from office, instruction as well as remuneration in actual fact upon the deficiency of judgment structure (Zavvarzadeh & Mahrpkh 1997). As Mirsepassi at hand judgment structure be a window-dressing furthermore may perhaps doesn't direct for anticipated consequences. That fritter away the administrator's moment at the same time meager custom. Suppose with the purpose of regardless of the responsibility and logical importance judgment, have frequently futile within diverse associations for the consequences of absolute apathy along with disparage by employees as well as the director (Mirsepassi,1998). Several administrators satisfying verdict appearances highlight the recruits' supremacy. For the purpose set conclusion for subsidiary recruits for potency, ingenuity, determination and seriousness. Predetermined critics pragmatic quite a lot of period dazzling evaluation be interrupted, for this activity

administrator award position by means of the difficulty "who go round by moment", prior to packing out appearance. During accumulation, Personnel management transforms the judgment position with the technique, with the intention of giving towering position for permitted personnel. On the other hand, yet specifications of a worker's towering position, it would not be prop up the least amount prerogative. Respond to query "Either concert assessment is obligatory" A number of supervisors utter like pursue: "They frequently notify personnel management never rank the workforce in a sense so as to subsist rundown from assembly upgrading as well as they mark the rank structure either they notify toward segregate ultimate rank among appraisal factors, so that the worker can acquire the projected position." (Naser 1999). Typically contingent starting of arithmetical relations with the intention of personnel management structure to augment concert aptitude for workforce, capability which are not merely the outcomes for proficiency although for the inspiration as well as chances for the attainment of these proficiencies. Although point out the assurance positioned within the contingent relative associations, entitled interested in query. Initially, significant observed problems elevate regarding probable prejudice consequential as of dimension blunder, growing, as well as gone astray patchy innate hooked on assessment. (Becker & B 1996) Subsequent as well as mainly outstandingly, presumption regarding accidentally contained principally support the supposition, no confirmation, that personnel management strategies along with procedures encourage projected sway reaction commencing workforce, by way of ensuing possessions regarding actions along with presentation. The capacity for depict precise supposition regarding spot on possession's personnel management for concert conclusion's necessitate, consequently, they supplementary eloquent along with authenticate several fundamental postulations regarding worker influencing reaction toward human resource' strategies as well as procedures. (D.E & C 2004)

Employees Motivation:

Motivation represents an employee's yearning and obligation, which is marked as exertion. Some people want to complete an assignment but are effortlessly diverted or discouraged. They have elevated aspiration but stumpy assurance. Others plod along with imposing determination, but their work is unimaginative. These people have high commitment but low desire (KAMAL et al. 2005). The motivation has as many classifications as the word supervision. The following are several definitions that begin to help us in considering this elusive concept. Motivation is a predilection to act in an unambiguous goal intended for manner. (Hellriegel and Slocum) Motivation might be distinct as the circumstances of an individual's perception, which represents the European Journal of potency of his or her tendency to put forth an attempt toward some fastidious manners. (Gibson) The term enthusiasm refers to goal heading for actions. Ambition aimed at behavior, are characterized by the progression of selecting and directing convinced actions amongst deliberate behavior to achieve goals. (Chung) Motives are expressions of a person's needs: hence, they are individual and interior. (Davis) From these definitions we obtain quite a lot of frequent characteristics to assist us in the conversation of enthusiasm experience: An internal need strengthen that activates human behavior. Drive is the interior force that boosts deeds in a definite direction. Goals are the inducement or payoffs that strengthen confidential contentment, that in turn strengthen the continuation of needs. It is useful to know the postulation of Herzberg's assumption known as two-factor conjecture is anxious with the inspiration of workers through needs, and judge money and service reimbursement to be sanitation aspect or dissatisfies. That is, if the pay and benefits are adequate, the employee will be content but not motivated. If they are subjected, by the employee, to be insufficient, the employee will be dissatisfied (R 1999). Motivation through financial incentives is based on the more recognized view that currency is the lashing force

(the motivator). When the remuneration is greater, the employee is more prolific. (L & Byers 1989). An objective of training emerges to optimistic transform for an apprentice, ensuring an enhanced feat of their career. For the attainment of the objective instruction bound for imperative achievement rudiments (acquaintance, expertise, manner) for the career, when training makes available for apprentice to require support during the enhancement of performance, furthermore the training programs are measured carefully for the improvement of consequences about the achievement of apprentice. For this purpose the prime worth for assessing conclusion as stipulation the instructions are victorious for achieving that ambition (E.F 2005). According to several biographer the fundamental plunder offer according to the carrier as well as organizations purpose. Possibly the assessments resolve moreover the dispense achievement of objectives that are crucial for the workers by means to offer appropriate extrinsic plunder for the accomplishment of objectives (Klein, 1991; Mowen, Middlemist, & Luther, 1981; Wright, 1989). In lawyers view the category is not merely the quantity to recompense imperative, however the extrinsic plunder ought to be deputation for achievement conditions advancing at the same time to the support of the realization (Lawler, 1994).

OBJECTIVES OF STUDY

- To study the impact of employee motivation on work performance.
- Identifying the most motivating factors, and the linkage of employee motivation with an organization's productivity and effectiveness.
- Suggestions to increase employee level of motivation and direction for further study and to gain deeper understanding.

Research Methodology

In this study descriptive-correlational research design to describe the motivation and performance of the employees working in various industries. Purposive sampling technique is used for this research. The respondents of the study were the professionals working in NCR. A total of 80 professionals were used as a sample and standardized questionnaires on motivation were used for data collection.

Results and Analysis

Table 1 : Ranking of Factors of motivation

	Indicators	Mean	Rank
1	Reward system	3.1	2 nd
2	Trust	3.25	1 st
3	Recognition	3.08	3 rd
4	Working condition	3.01	6 th
5	Supervision	3	7 th
6	Co-workers relation	2.9	8 th
7	Happiness	3.02	5 th
8	Career advancement	3.04	4 th
	Average	3.05	

Table 1 shows ranking of factors of motivation. Trust has the highest mean of 3.25, reward system was second with a mean of 3.10, recognition was third with a mean of 3.08, career advancement was fourth with a mean of 3.04, and happiness was fifth with a mean of 3.02.

Table 3: Correlation between motivation and job performance

Dimensions of Spiritual	r_{xy}	p value
Leadership		
Reward system	0.197*	0.017
Recognition	0.231*	0.005
Supervision	0.163*	0.049
Happiness	0.123	0.138
Career advancement	0.208*	0.011
Trust	0.216*	0.009
Working condition	0.241*	0.003
Co-workers relation	0.235*	0.004

* significant at 0.05 level of significance (two-tailed)

Table 2 shows that the reward system ($p=0.017$), recognition ($p=0.005$), supervision ($p=0.049$), happiness ($p=0.138$), career advancement ($p=0.011$), trust ($p=0.009$), working condition ($p=0.003$) and co-worker relations ($p=.004$) were found out to have positive direct correlation between motivation and job performance at 5% significance level.

FINDINGS AND DISCUSSIONS:

Upon studying different motivational theories my findings are as follows:

- A great indication of a successful manager is one who has employees who are motivated to perform their jobs at a high level.
- It is easy to see that higher employee motivation leads to more productivity and therefore more profitable business growth. Therefore, it is important for a manager to understand motivation and how to garner it from their employees.
- Motivation, and what triggers it, has been studied for decades and workplace leaders have used assessments to determine an employee's personality and better anticipate their behaviours. But assessment scores alone will not show you all you need to know, it is important for managers to get to know their staff and learn how to be more specific in their approach to motivating them and understanding their goals and aspirations.

Apart from the different motivational strategies, We have compiled a list of motivational strategies for managers to apply in order to harness the most productivity and results from their staff, and to provide a happy, thriving working environment.

1 . TRUST

This is one of the most important aspects in any organisation and it is a two way street. Employees want to know that their manager is looking out for their best interests, which

motivates them to succeed. In turn, leaders also want to know that they can trust their staff to do their jobs properly. It is up to the manager to ensure this trust is built with their employees and to be able to communicate effectively with each individual and foster positive relationships.

2 .REWARD SYSTEM

Incentives are a great way to promote motivation. Employers can use many types of incentives or reward programs to increase productivity and motivation among staff. Incentives can come in many forms, whether it be bonuses, paid time off, travel perks, or vouchers. It offers employees something to strive for and gives them a bit of healthy competition.

3 . RECOGNITION

The simple act of letting an employee know they are doing a great job and recognising their efforts can do wonders for their motivation. As humans, we like to hear when what we are doing is appreciated and it creates a sense of accomplishment. In turn, this motivates us to keep achieving and keep receiving recognition. Of course, there is no need to recognise everything someone does, but make sure you take the time to congratulate a job well done

4 . CAREER ADVANCEMENT

Employees are much more likely to achieve if it means that a career advancement lies ahead of them. As a manager, you can sustain this motivation by ensuring there are avenues and opportunities for your employees to advance in their positions. You can also provide them with opportunities for further qualifications or on the job workshops. It lets them know they are valued and makes them more committed to their positions. In fact, LMA's L.E.A.D Survey 2013 showed that 79% of employees said that opportunities for training and development is 'Quite' or 'Very Important' to their decision to stay in their current organisations. Visit LMA's Principles of Learning to establish the best direction for implementing learning in your organisat

5 .HAPPINESS

At the end of the day, if employees are happy in their jobs they are more motivated to do the best job they can. As a manager, you need to be aware of whether your employees are satisfied or not. Don't assume that simply having a conversation with them regarding their happiness will be enough, they may smile and say yes if they think it is what you want to hear or if they are worried their job is on the line. The process to happiness and job satisfaction can be influenced by ensuring the previous factors are evident in your company and letting happiness be an organic process.

As a manager, it is important that you are focused on ways to continuously improve your business and staff. Finding ways to keep your staff motivated to perform at their best is a key part of any managerial role. If managers can understand the factors that lead to employees performing at higher levels, they can increase the performance of entire departments.

Finally my findings through this research is to endeavor to understand that As great as it would be, there is no one method to motivate your employees. Your employees are all very different from one another, so different factors affect their motivation. Some people are motivated by money, others by rewards, some prefer recognition, and some people just motivate themselves to achieve. Supervisors and managers need to utilize a number of different strategies and techniques to increase their employee's motivation and productivity.

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