

IMPACT OF MOTIVATION ON EMPLOYEE PRODUCTIVITY

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ABSTRACT

Smoothly without it and no organization achieve its objective without motivating Motivation is crucial for organizations to function without motivation employees will not put up their best and companies' performance would be less efficient. This situation is even more serious in developing countries where working conditions are unattractive. Key informant interviews and questionnaires were the methods of data collection for the study and SPSS software was used to analysis data collected from the field.

Motivation is a need and organization is making great use of every facility in human works to achieve motivation, productivity means the rate of power to produce. But productivity from the management or economic point of view is the ratio of what is produced it. This study is therefore designed to find out the link between the extent to which various motivation strategies encourage the workers to improve their job commitment and increase their product capacity.

This study aimed at looking into importance of motivation in the management of people at work no system moves its human resource. During the analysis of the data it was discovered that the goal of motivation is to cause people to put fourth their best efforts with enthusiasm and effectiveness in order to achieve and hopefully surpass organizational objective.

Keywords: *Motivation, Employee Productivity, Salary, Incentive.*

I INTRODUCTION

Motivation, as a process, started with a need in human being which creates a vacuum in a person. In an attempt to fill the vacuum an internal driving force is generated which starts and sustains a chain of action and reaction. It is at that point that the vacuum is also filled. With this background information, Nnabuife (2009), define motivation as the internal or external driving force that produces the willingness to perform an act to a conclusive end. This first aspect of motivation we choose to describe as internal motivation because the driving force comes from within an individual. The second aspect is external motivation, is applied by the organization. This is because employees are motivated to identify with organization in order to satisfy their varied and variegates needs and desires. Until they have been identified and properly satisfied, they will never cease to impede smooth running of the organizations one of the biggest problems facing manager in the organizations is how best to get employees committed to their work and put in their best towards the accomplishment of organization's objectives. Motivation is concerned with why

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people do what they do. It answers such questions as why do managers or worker go to work and do a good job.

This tries to explain what motivates people to act the way they do, with primary focus on the work place. It is the primary task of the manager to create and maintain an environment in which employees can work efficiently and realize the objectives of the organization. Employees differ not only in their ability to work but also in their will to do so (motivation). To motivate is to induce, persuade, stimulate, even compel, an employees to act in a manner which fulfilled the objectives of an organization.

The performance of employees will make or break a company; this is why it is important to find a variety of methods of motivating employees. "Motivation is the willingness to do something," wrote Stephen Robbins and David A. Decenzo in their book "Supervision Today." "It is conditioned by this action's ability to satisfy some need for the individual." The most obvious form of motivation for an employee is money; however, there are other motivating factors that must be considered. Every employee within a company is different and, therefore, is motivated to perform well for different reasons. Due to the differences within an organization, it is important for a manager to get to know her employees and understand what motivates their performance. "If you're going to be successful in motivating people, you have to begin by accepting and trying to understand individual differences," Robbins and DeCenzo report in their book "Supervision Today."

Money is the most important motivator for employee performance but it is important for companies to find other ways to motivate. This involves getting to know their employees and what drives them, then making sure managers utilize appropriate motivational techniques with each employee. When appropriate motivation techniques are used, employee performance will improve.

II MOTIVATION

A simple definition of motivation is that which makes people put real effort and energy into what they do. Any discussion of motivation should begin with the definition of its subject matter. One may expect the motivational theories to be the perfect place to look for a generally agreed upon definition. The inquisitive reader will find, however, that the field of motivation is characterized by an abundance of different theoretical frameworks and models that make it difficult, if not impossible, to identify similarities and differences. Kanfer (1990) surveyed over 30 theories specific to work motivation; and recently, Clark (1998) reviewed over 40 research-based theories of motivation. However, the number of proposed definitions by far surpasses the number of theories. For example, Kleinginna and Kleinginna (1981) listed 98 definitions of motivation from which they synthesized their own physiological definition with emphasis on process restrictive, vector and phenomenological aspects. The large number of different operational definitions can lead to different conclusion about the phenomenon of interest (Kazvin, 1998). Most workers in the field of motivation define motivation in their own terms. As a result, individual research efforts overlap only little. Although viewing a particular phenomenon from many different perspectives may not be a drawback by itself, in the case of motivation research the point can be made that much of the research effort has not resulted in an increased understanding of motivated behavior. Within the work motivation literature we can find some general definitions. For example, Vroom (1964) proposed that the concept of motivation has to do

with the choices made by persons or lower organisms among alternative forms of voluntary activity. Pinder (1998) views the motivation to work as a set of energetic forces that originate both within as well as beyond an individual's being, to initiate work-related behavior, and to determine its form, direction, intensity and duration. Other motivational theorists also operationalize motivation as the direction, effort and persistence of behavior, including Clark (1998), Ford (1992), Locke and Latham (1990), Madsen (1961).

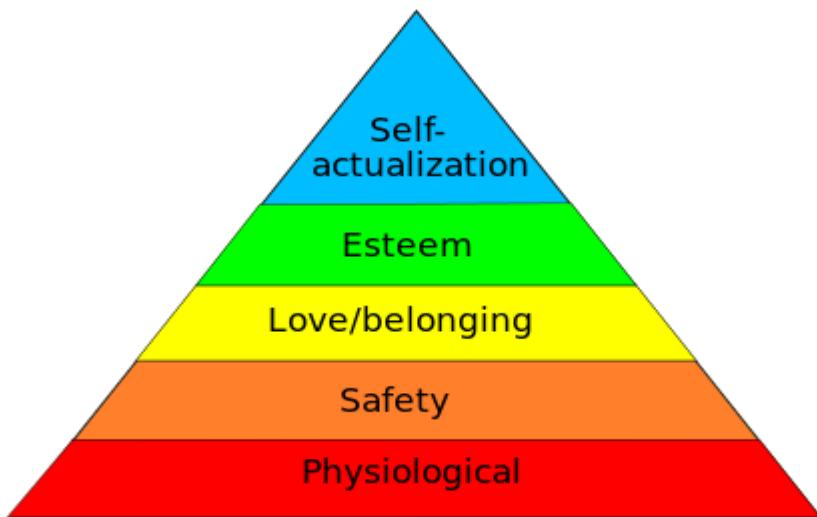
III THEORIES OF MOTIVATION

Abraham Maslow: Hierarchy of Needs

Maslow (1943) was the first to use people's needs in motivation theory. He worked with individuals having neurotic ailments and assessed their hierarchy of needs in 1943. Maslow's theory on motivation has attracted management theorists. The hierarchies of needs according to Maslow are the following: Physiological needs, Safety needs, Love needs, Esteem needs and Self-Actualization Needs. These needs are arranged from the lower needs to the higher needs.

Five needs rank in a hierarchical order from lowest to highest: physiological, safety, belonging, esteem, and self-actualization. An individual moves up the hierarchy, when a need is substantially realized (Shah and Shah, 2007).

Maslow's Need Hierarchy



Source: Adopted from Shah and Shah, 2007

1. Physiological Needs: The basic physical needs for sustaining the human life. For example food, water, sleep, medicine, education etc.

2. Safety Needs: To be free of physical danger and of the fear of losing a job, property, food or shelter and to protect against any emotional harm. To have a safe home, secure income, sufficient salary, benefits and medical insurance.

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3. Social Needs: Because people are social beings, they need to belong and be accepted by others. They like to have family and friends. People try to satisfy their need for affection, acceptance and friendship. Interaction and cooperation with co-workers and leaders

4. Esteem Needs: To be held in esteem both by themselves and by others. This kind of need produces such satisfaction as power, prestige status and self-confidence. It includes both internal esteem factors like self-respect, autonomy, achievements and external esteem factors such as status, recognition and attention.

5. Self-actualization: This is the highest need in Maslow's hierarchy. This need is to fulfill one's potential and self-fulfillment and maximize one's potential and to accomplish something. Employees in this rank try to maximize their knowledge, skills and performance to do a good job.

In principle the human being's desire is to satisfy his basic needs first and as he or she is always encouraged, seeking for higher needs. Maslow's message is simply this; people always have needs, and when one need is relatively fulfilled, others emerge in the predictable sequence to take its place. According to Maslow's theory, most individuals are not consciously aware of these needs yet we all supposedly proceed up the hierarchy of needs, one level at a time (Kreitner, 1995).

The relevance of Maslow's Theory for Manager's; behavioral Scientists who have attempted to test Maslow's Theory in real life claim it has some deficiencies. Even Maslow's hierarchical arrangement has been questioned. Practical evidence points toward a two level rather than a five-level hierarchy (Kreitner, 1995).

IV THE ROLE OF MOTIVATION ON EMPLOYEE JOB PERFORMANCE

Motivation plays a very crucial role in Employee's job performance. Without motivation workers may not put in their or her best on the job. According to Robert (2005), the manager's job is to ensure the work done through employees is possible. The manager's involvement is not so much important in the motivating employees. The research findings indicated that encouragement is something that when accorded to workers of UDS will enable them to deliver as expected.

Effects of Motivation on Productivity

Productivity in general has been defined in the Cambridge International and Oxford Advance Learner's dictionaries as the rate at which goods are produced with reference to number of people and amount of materials necessary to produce it. On the other hand, productivity has been defined as the utilization of resources in producing a product or services (Gaissey, 1993).

It has further been defined as the ratio of the output (good and services) and input (Labour, capital or management). The definition of productivity is utilized by economists at the industrial level to determine the economy's health,

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trends and growth rate whiles at the project level, it applies to areas of planning, cost estimating, accounting and cost control (Mojahed, 2005).

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Effects of Motivation on Performance

The performance of employees will make or break a company; this is why it is important to find a variety of methods of motivating employees. "Motivation is the willingness to do something," wrote Stephen Robbins and David A. DeCenzo in their book "Supervision Today." "It is conditioned by this action's ability to satisfy some need for the individual." The most obvious form of motivation for an employee is money; however, there are other motivating factors that must be considered. Every employee within a company is different and, therefore, is motivated to perform well for different reasons. Due to the differences within an organization, it is important for a manager to get to know her employees and understand what motivates their performance. "If you're going to be successful in motivating people, you have to begin by accepting and trying to understand individual differences," Robbins and Dickenson report in their book "Supervision Today."

V CONCLUSION

From this study it is obvious that most workers in the industry are not satisfied and motivated in their jobs, especially those in the junior cadre. Significant relationship was found between motivation and job commitment on one hand, and satisfaction with job and job commitment on the other hand. It is found that individuals are motivated to perform well when the work is meaningful and individuals believe they have responsibility for the outcomes of their assigned tasks. It is recommended that, an organizational movement should be away from the current merit pay reward system to an organizational structure that promotes challenges and accomplishments, creates organizational learning opportunities, utilizes group incentives as well as individual incentives, rethinks job design, uses positive reinforcement and promotes healthy work environments. The management would now need to take an urgent step to look into the problem if the employee is to achieve her stated objectives. Immediate steps should be taken by management to make workers re-establish confidence in the new administrative system so as to restore or raise the morale of the employee. The level of commitment required of the workers calls for more incentives and other motivational solution. And based on the findings of this study.

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