



A REVIEW

Motivation: An approach for employees

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Abstract : Employees are the key elements of any organization. The motivated employees are keen to display the artistic picture of the organization by accomplishing better perspective and executing greater results. Motivation refers to the reasons that underlie behavior; that is characterized by willingness and volition. Intrinsic motivation is animated by personal enjoyment, interest, or pleasure, whereas extrinsic motivation is governed by reinforcement contingencies. Employee motivation is extrinsic motivation. In the era of globalization; the companies are facing heavy competitions and working within high pressure and tense working environment and to tackle the pressure employees needs to get motivated and activated. The capabilities of increasing productivity and enhancing working skills of individual, groups as well as organization with the help of different guidance and theories to accomplish high performance and increasing driving capacity of the organization. The work-life balance, career goals and stress management aspects are needed to be deployed to engage employees in the organization by motivational approaches.

Key Words : Motivation, Work-life balance, Approaches, Productivity, Stress management, Guidance

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INTRODUCTION

Indian working culture and work pressure is significantly one of the worst in the world. According to a survey conducted by world's largest employees connectivity platform LinkedIn nearly 55% of India's working professionals feel stressed at work and unable to cope up with the work-life balance. The response includes work-life imbalance, insufficient income, and slow career progress which constitute top three causes of work stress in India. In order to uplift the stressful work-life balance; a guided approach along with enthusiasm needs to be catered out to enhance work-related activities and work-life balance.

Thus, motivation plays a significant role in evaluating the extremities faced by the employees and that is why companies conducts certain motivational therapies along with the exercises time to time that certainly boost the morale of the employees and it is always beneficial for the company. Motivation is a process that initiates, guides, and maintains goal-oriented behaviours. It is what causes you to act, whether it is getting a glass of water to reduce thirst or reading a book to gain knowledge. Motivation involves the biological, emotional, social and cognitive forces that activate behaviour. In everyday usage, the term "motivation" is frequently used to describe *why* a person does something. It is the driving force behind human actions.

It is adequately documented in the literature that several thinkers from Adam Smith to Abraham Maslow and others have studied human behavior from different perspectives – economic, psychological, behavioral, etc., to understand what motivate people to do the things they do. In the process, they developed several theories of motivation. This section presents a brief review of some of the theories and empirical evidences on the relationship between motivation and productivity. These theories of motivation can be classified into content theories and process theories. The most popular theory of motivation in the classical literature is perhaps that of a United States psychologist, Abraham Maslow's Hierarchy of Needs Theory.

Maslow (1943) discussed five levels of employee needs: physiological, safety and security, social, esteem or ego and self-actualization. According to this theory, people have many needs which motivate them to work, that those needs are arranged in a hierarchical manner in such a way that lower level needs (physiological and safety) had to be satisfied before the next higher level; social need would motivate employees to work hard and increase productivity.

Frederick Herzberg (Herzberg, 1966) calculated that motivators or intrinsic factors such as drive for achievement and advancement, being treated in a caring and considerate manner and receiving positive recognition are inherent in the job itself. This implies that to motivate workers, organizations need to look beyond monetary rewards. People's needs and their relative strengths, and the goals they pursue in order to satisfy these needs. The main content theories include Maslow's hierarchy needs; Herzberg's two factor theory and McClelland's achievement motivation theory. Process theories on the other hand. In the modern society, more and more people work in the different style organization, and with a rate competition, most of people still have high passion to work on motivation. As a result, various approaches to motivation can focus on cognitive behaviors (such as monitoring and strategy use), non-cognitive aspects (such as perceptions, beliefs, and attitudes), or both. For example, Gottfried (1990) defines academic motivation as "enjoyment of school learning characterized by a mastery orientation; curiosity; persistence; task-endogamy; and the learning of challenging, difficult, and novel tasks"

Victor Vroom developed the expectancy theory based on the belief that employee effort will lead to performance and performance will lead to rewards.

Rewards may be either positive or negative. The more positive the reward the more likely the employee will be highly motivated. Conversely, the more negative the reward the less likely the employee will be motivated to work harder (Vroom, 1964 and Malik *et al.*, 2011). This theory was further developed by Porter and Lawler (1968).

Barney and Steven Elias (2010) finds that there is a substantial association between job stress, flex time, and country of residence, including extrinsic motivation.

Leaders know that a thriving organizational culture lies at the heart of every productive and successful business and people who work hard collaborate passionately to produce great results (Gignac and Palmer 2011). The researchers use different frameworks in the body of literature, based on motivation theory, with only a few dimensions of motivation's only positive for employees, low in intrinsic motivation.

According to Ruth Kanfer (2016), "Motivation is a word that is part of the popular culture as few other psychological concepts are." All the definition of motivation referred psychological activities, including desire, action, needs and then influence people's behavior. So motivation is very important, which can affect human's behavior from internal factor.

B.F. Skinner's reinforcement theory states that those employee behaviors that lead to positive outcomes will be repeated and behaviours that lead to negative outcomes will not be repeated (Skinner, 1953 and Malik, *et al.*, 2011). A reinforcer can therefore be seen as a reward or incentive to behave in a certain way. Reinforces may be tangible like food or money and they can be intangible like approval or praise. The implication is that organizations should reinforce employee behaviours that lead to positive outcomes and discourage those behaviours that lead to negative outcomes. This can be achieved through staff training and development, among other strategies.

Further investigations about motivational approach and their association with employees it was revealed from Broussard and Garrison (2004) theory which observes that contemporary motivation research tends to be organized around three questions:

Can I do this task?

As Broussard and Garrison note, those pursuing the first question developed a range of new theories regarding self-efficacy, attributions, and self-worth. Bandura (1982)

defines perceived self-efficacy as “judgments of how well one can execute courses of action required to deal with prospective situations”.

Eccles and Wigfield (2002) elaborate on Bandura’s description, defining self-efficacy as an individual’s confidence in his or her “ability to organize and execute a given course of action to solve a problem or accomplish a task”

Finally, self-worth theory is somewhat related to both self-efficacy and locus of control. According to this theory, students need to believe they are competent in academic domains to feel they have self-worth in the school context Eccles and Wigfield (2002).

What do I have to do to succeed in this task?

Under this category, Broussard and Garrison (2004) include expectancy-value theories, intrinsic motivation theories and self-determination theory.

Under identified regulation, the theories of intrinsic motivation and self-determination are important regulators for performing an activity. In integrated regulation, the regulator is actually consistent with an individual’s other values and needs and becomes part of one’s self-identity. This latter type of regulation is the closest to intrinsic motivation (Guay *et al.*, 2010).

What do I have to do to succeed in this task?

A third strand of contemporary motivation research has focused on the question, what do I have to do to succeed in this task? Broussard and Garrison (2004) argue that this strand of research led to the development of self-regulation and volition theories, which both share an attempt to connect motivation with cognition. For example, self-regulated learners have been shown to use a variety of strategies, have high self-efficacy, and set goals for themselves. Self-regulated learners also monitor their own activities, evaluate their performance and experience reactions to evaluation outcomes.

Thus, self-regulation theory postulates that individuals can fortify their own motivation by engaging in a number of self-regulatory strategies, such as setting appropriate and achievable goals, applying learning strategies and monitoring and evaluating progress toward goals (Schunk and Zimmerman, 2007).

Empirical studies on motivation :

Sajuyigbe *et al.* (2013) collected data from 100 employees of selected manufacturing companies in

Ibadan, Nigeria and concluded that pay, performance bonus, recognition and praise were significantly related to organizational performance, supporting Herzberg’s motivation hygiene theory.

In a 2009 McKinsey Quarterly survey of 1,047 executives, managers and employees from a range of sectors in the United Kingdom (Vrancic, 2015), the respondents view three non-financial motivators: praise from immediate managers, leadership attention and a chance to lead projects or task forces as no less or even more effective motivators than the three highest-rated financial incentives: cash bonuses, increased base pay, and stock or stock options. Herzberg’s motivation hygiene theory.

Conclusion:

Motivation works as a catalyzer for individual employees working for an organization to enhance their working performance or to complete task in much better way than they usually do. Most of the motivation dimensions viz. training, monetary incentives, promotion, and working conditions are correlated to each other which results the efforts made to motivate and succeed. Motivational approaches are very far sighted visions for a organization with inducements of goal-oriented, self-actualization workshops shown success in intrinsic motivators and extrinsic motivators to improve performance. Motivation involves a constellation of closely related beliefs, perceptions, values, interests, and actions. For example, self-efficacy is an individual’s perceived competence in a given area, and people tend to be more motivated to participate in activities at which they excel. A person’s perceptions of control over their own successes and failures are known as attributions, with certain types of attributions more likely to stimulate motivation than others. There are several challenges to assess motivation; people may not be capable of providing unbiased, generalized responses regarding their goals, values, interests and effort. In addition, cognitive aspects of motivation are not directly observable. Motivation is most commonly approached using self-report measures. Every approach supports and provides a pathway for different sub-driven personal motivational goals with positive attitude which helps in overall performance and self-guided improvement.

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