

## **IMPACT OF EMPLOYEE'S MOTIVATION AND JOB SATISFACTION ON PRODUCTIVITY: A CRITICAL EVALUATION OF MOTIVATIONAL THEORIES**

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### **ABSTRACT**

*Employees may be motivated on the job by many things, such as a sense of achievement, recognition, enjoyment of the job, promotion opportunities, responsibility, and the chance for personal growth. Employee motivation, job satisfaction and performance are tied directly to the style of management that is applied and to principles of positive or negative reinforcement. This paper discusses motivation as it relates to Job Satisfaction, productivity and performance of an employee.*

### **INTRODUCTION**

Employee motivation has captured the interest of the researchers, business leaders, and the human resource managers. There are many presented information regarding the theory of motivation and how it can affect the performance of the employees. Motivation can be induced by the employer or reside within the employee.

Employees have higher levels of motivation when they perceive that management cares about their welfare, when they are involved in the management process, and when the management-labour environment is positive. Control stifles motivation while involvement creates a more productive environment. If the workers feel they are being treated fairly and with respect, this attitude will develop and guide their behavior in a positive direction. To be motivated, they must be excited about and interested in their jobs. Activities that can gain interest on the part of workers include employee participation committees, task force efforts, training programs, opportunities for outside education, newsletters, contests, and congratulatory messages from management (Kennish, 1998).

Accordingly, the motivation can significantly change the nature of work of an employee and can entirely change the workplace. Aside from the changing effects of the motivation, there are still remaining benefits that an organization can realize in the application of the motivation.

## **RESEARCH OBJECTIVES**

The first objective of the study is to identify the usefulness or the application of the motivation in the organization.

Secondly, is to understand the various effects that it might deliver in the productivity of the employees.

## **LITERATURE REVIEW**

Motivation suggests that the concerned people should be move and act in different circumstances. People are motivated based on their need and sometimes based on the pressure they receive from the working environment. Often, people commit to do a certain task because they want to excel in their field and their interest and values that they place on their work. Most of the time, the actions or the practice of the employees might be the representation of the culture (Ryan and Deci, 2000).

The key to motivating employees is remembering that not all employees are the same. Something different makes each employee tick. In order to achieve motivation, managers must know each employee. Managers must have a wide range of motivational techniques available. Each employee has a different set of values and personal experiences that brought them to where they are today. Employees are motivated by learning and should likewise be motivated to learn. Workers should be offered regular opportunities to attend conferences in their field, seminars, or in-house training programs (Buhler, 1998).

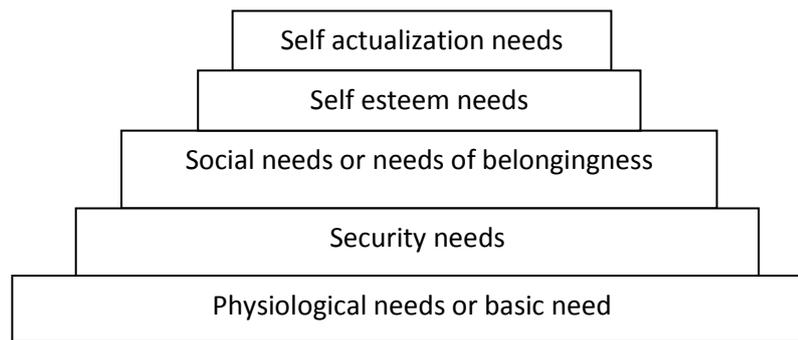
Motivations can deliver the control, interest, excitement, and confidence, which in return manifested in enhanced performance, persistence and creativity. If the approach of the motivation is applied continuously, there is no doubt that every student or employee will reach their best potential in their respectful field. Motivation is mostly applied in the workplace that can drive the performance of the employees. The interaction of the employees with the other people and their working environment is a great advantage to apply the motivation. In the long-term use of the motivation and its principles, there is a positive result in meeting a quality job performance. Firstly, satisfaction must first be met to realize that there is an improvement in their job.

## **DIFFERENT THEORIES ON MOTIVATION**

### **MASLOW'S THEORY**

To motivate a person one must find out at which level a person is and to create such conditions to meet his desires appropriate to his level. Maslow separates physiological and safety need as "Lower order needs" which are satisfied by external input like pay, job security, housing etc. "Higher order needs" are the remaining three, which are satisfied, predominantly by internal inputs e.g. personality and attitude.

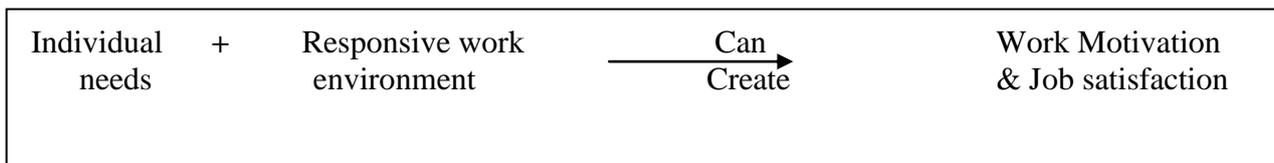
As Maslow's proposed that all human beings/employees have a series of needs which should ideally be satisfied at work. Maslow also found that, as one need was fulfilled, the next level of need tends to become the prime motivation hence the idea of hierarchy of five steps explained by Ghanekar (1995).



### MCCLELLAND THEORY

McClelland's research also suggest that managers can raise the achievement need level of subordinates by creating the proper work environment permitting their subordinates a measure of independence, increasing responsibility and autonomy, gradually making tasks more challenging and praising and rewarding high performance.

### THE ESSENCE OF THEORY



Source: Aswathappa (2010) p. 266

### EQUITY THEORY

Stacey Adam's equity theory also contains a social element in which the individual compares his inputs and outcomes to those of others. It argues that a Major input into job performance and satisfaction is the degree of equity that people perceive in their work situation. Equity occurs when:

|  |
|--|
| $\frac{\text{Person's outcomes}}{\text{Persons input}} = \frac{\text{Other's outcome}}{\text{Others input}}$ |
|--|

Source: Ghanekar Anjali (1995) P. 41

Satisfaction means answering the needs of the person and as an employee, the organization should build different strategies. An employee's performance is jointly determined by the two key factors which is the value placed to achieve the outcome and the degree of effort. Satisfaction raises several interesting thought regarding the motivation and the job involvement of the employee. Since the needs are met, the employees are satisfied and they can create a happy mood which most of the firms needs to assess as the employees can be transformed into more productive people.

### PORTER AND LAWLER'S' THEORY (EXPECTANCY)

The assumption of porter and Lawler's theory is explained by veluri (2009) in his book as follows:

1. Motivation is not equal to satisfaction or performance
2. Motivation, satisfaction and performance are independent variables but there exists some relationship
3. The relationship between motivation and satisfaction can be expressed diagrammatically than mathematically.
4. More than valence and expectancy, some other variables and the cognitive process play a major role in determining motivation

### VROOM'S EXPECTANCY THEORY

Vector Vroom propounded the expectance theory to explain motivation. It is process theory and state that "Motivation is a process which ultimately leads to satisfaction."

The central concept of this theory is that "An individual's motivation and action depends on how closely his performances are related to the actual outcome, thus the expected outcome determines motivation".

$$\text{Motivation} = \sum (\text{Valence} \times \text{Instrumentality} \times \text{Expectancy})$$

### METHODOLOGY/ RECOMMENDATIONS

The suggested method in the study is the use of the secondary information. Through the application of this method, the study can find the right actions of the people within the organization on the issue of securing the job performance of the employees. In addition, it is a great advantage for the study to use the information from the previous studies for it can picture the ideal application of the motivation in the organization.

Research shows some steps to be followed by any Manager or supervisor to motivate employee in an organisation as follows –

Step 1: Track motivation of employees through observation of how enthusiastic they are about arriving at the job site, interacting with colleagues and engaging in activities to which they are assigned. In "Measuring Employee Motivation", the research observes, "It seems as though a growing number of senior executives are drawing a link between employee motivation and business success. As a result they are keen to know how motivated staff is, and what causes any lack of motivation."

Step 2: Calculate responses from employee opinion survey results to determine the level of job satisfaction among work force. Company's human resources leader can construct survey methodology that elicits information from each employee about the sense of job satisfaction, which is usually connected to employees' feelings about job security. Another way to improve job satisfaction subsequent to administration of any employee opinion survey is including

employees in the resolution of issues discovered in their responses. Research says leader should share with employees the timeline and results of the executive team's activities. Employees will feel that Manager is genuinely interested in their job satisfaction.

Step 3: Research shows Manager should conduct annual performance appraisals to measure employee performance. Human resources leader should develop a performance management program that is best suited to company business, industry, number of employees and type of work environment. If managers adhere to best practices for providing employee feedback on a regular basis, it is very realistic to have a read on the level of employee performance at any time--not just during the performance appraisal season. Another test for employee performance is obtaining feedback from colleagues willing to share information about employees with whom they work or observe. This type of peer evaluation can be extremely helpful, and it doesn't need to be a complex 360 degree performance appraisal system.

### **RESEARCH GIVES SOME TIPS FOR MANAGERS**

- ❖ Start with yourselves
  - What is important to me?
  - What do I want out of my job?
  - What is standing in the way of my getting what I want?
  - What things are under my control?
  - What am I willing to do to attain my goals?
  - Is what I am willing to do:
    - Consistent with my values and ethical standards?
    - Is it good for the organization?
    - Is it fair to others?
    - And is it in the best interests of the clients?
- ❖ Be clear as to the motivational needs of company supervisor and employees
- ❖ Listen and ask questions—pay attention to the employees.

### **CONCLUSION**

There are many factors that play vital role into the concept of employee motivation. Employee Motivation and Job satisfaction has a great impact on performance and productivity of organisation.

The first necessary step is to determine what motivational tools will actually be effective in each particular situation. Some tools may work for some companies, but not for others and vice versa. It is important to note that the decisions dealing with motivation are based upon several theories. The probability as perceived by an individual the exerting a given amount of

effort leads to performance. The degree to which an individual believes that performing of a particular level will lead to the desired outcome.

No single theory seems best suited for every situation; therefore, theories are often combined to provide the best possible combination to motivate employees. Although no single theory works all the time, there is an underlying theme to all of the theories that respect and participation are two key items that employees tend to appreciate. Oftentimes, the existence or nonexistence of these two factors can determine how productive an employee will or will not be. It is important to note that these two factors are almost always more important than monetary compensation. Of course, there are some individuals for whom this generalization will not apply. Also, many of the motivational theories that have been developed are used in industry today. However, they have been modified to meet specific needs of the particular company.

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