MECHANISM THAT STIMULATE THE ORGANIZATIONAL PRODUCTIVITY: MOTIVATION

P D VAIKOS*

*Assistant Professor,
ITM College,
Nanded, India.

ABSTRACT

Good Human Resource Management not only ensures that workplace productivity is maintained, operations run smoothly, and employees work together as a team for the overall good of the organization. It also cultivates a respectful employer-employee relationship and knows how to motivate staff. One motivational idea proven effective as a way to increase employee job satisfaction and productivity is to empower employee job performance. This is accomplished by allowing more worker independence and responsibility. Properly implemented and when not abused, this type freedom creates a more comfortable, congenial work environment. Workers are happier with their jobs; performance is boosted, and everyone – including organization’s bottom line numbers – benefits. So, by considering importance of Motivation in corporate world specially used for increase the productivity of the organization, in present paper focus is on understanding concept, evaluation, process and applications of motivation theory.

MILESTONES OF PAPER

- Concept of motivation theory applied in organization
- Evolution of motivation theory
- Process of motivation theory
- Current application of motivation theory
- Strategies for motivate the employee
INTRODUCTION

CONCEPT OF MOTIVATION THEORY APPLIED IN ORGANIZATION

A high demand for the employee productivity lacking in today’s workforce leaves management teams wondering exactly what to do. The dazzling distractions of a high tech world constantly bombard the work environment. In every organization the executive or manager want highly motivated and committed employees. Everyone knows that highly motivated people are continually striving to do their very best. In fact, these employees use 100% of their brainpower on their work when on the job and often when not on the job and that makes them extremely valuable employees. According to Stephen Covey, the difference between poorly motivated and highly motivated employees is about 500% in productivity. Everyone’s creativity, innovation and productivity come from their brain. Their brain is also the source of motivation and commitment. In addition, being highly motivated about “something” unleashes all of one’s brainpower and thus all of one’s creativity, innovation and productivity on that ‘something.’ Every person has the ability to become highly motivated about something, but whether or not that something includes their work is mostly a function of the work environment their bosses create.

Motivation is typified as an individual phenomenon: Every person is unique and all the major theories of motivation allow for this uniqueness to be demonstrated in one-way or another. Motivation is assumed to be under the worker’s control, and behaviors that are influenced by motivation, such as effort expended, are seen as choice of action. Motivation is multifaceted: The two factors of greatest importance: a) what gets people activated and b) the force of an individual to engage in desired behavior (direction or choice of behavior). The purpose of motivational theories is to predict behavior: Motivation is not the behavior itself, and it is not performance. Motivation concern with internal as well as external forces, which influence on a individual’s choice of action.

EVOLUTION OF MOTIVATION THEORY

Sometime employees are unprovoked because there are some barriers such as employee attitude, undefined, immeasurable & unachievable work goals, path of the work goals, job responsibilities are undefined, unachievable, immeasurable and unrelated to work goal, leadership failure in manipulation of incentives, influence of informal communication systems through colleagues, unions and family members etc. Because of de motivation Employees thus become highly frustrated and highly stressed. In order to protect themselves often become apathetic toward the workplace. In this state, their brains are consumed by “oh, poor me” and other totally negative thoughts.

PROCESS OF MOTIVATION THEORY

Work motivation is a process to energize employee to the work goal through a specific path. This is not an object rather method or technique or art. Motivation is nothing but the energizing & developing inner urge to put effort on successful performance. Improving employee productivity can be tricky, especially in a larger corporation or in an online environment of telecommuters. However, the key to improving employee productivity does not rest with the masses.

Therefore there are three steps to improve the organizations productivity.
1. Measure employee productivity in organization

2. Implement a process for improving employee productivity in organization

3. Review and reward employee productivity

It is impossible to find a solution to a problem when you are unaware of its exact existence. As managers it is easy to say, “We need to increase employee productivity.” However, we will not be able to implement a strategy for increasing employee productivity until we know the specific productivity snags employees face. The solution to this lack of knowledge lies in the creation of what are called employee productivity metrics. In simple terms, we must develop a statistical and measurable way to rate each employee’s actual production and then balance those numbers against the cost of each employee.

There needs to be some form of regular review and evaluation in order to continue improving employee productivity. These reviews should be completed on a regular basis. Some companies perform them quarterly, bi-annually or annually. As managers, he or she should compare the employee’s previous productivity reviews with the current one to measure their productivity improvements. This is the time to reward a productive employee for a job well done or discuss with the employee what can be done to improve their productivity.

These various needs and expectations can be categorized motives in a number of ways- for example the simple divisions into psychological and social motives, or into intrinsic and extrinsic motivation

Extrinsic motivation: is related to tangible rewards such as salary and fringe benefits, promotion, contract of service, the work environment and conditions of work. Such tangible rewards are often determined at the organizational levels and may be largely outside the control of individual managers.

Intrinsic motivation: is related to psychological rewards such as the opportunity to use one’s ability, a sense of challenge and achievement, receiving appreciation, positive recognition, and being treated in a caring and considerate manner. The psychological rewards are those that can usually be determined by the actions and behavior of individual managers.

Broad classification for motivation to work: As starting point, the following is a useful, broad, and three-fold classification for the motivation to work.

- Economic rewards_ such as pay, fringe benefits, pension rights, material goods, and security. This is an instrumental orientation to work and concerned with other things.

- Intrinsic satisfaction- derived from the nature of the work itself, interest in the job, personal growth and development. This is personal orientation to work and concerned with oneself.

- Social relationship- such as friendships, group working, and the desire for affiliation, status and dependency. This is relational orientation to work and concerned with other people.
CURRENT APPLICATION OF MOTIVATION THEORY

- **ECONOMIC NEEDS MOTIVATION:** Earlier writers, such as Taylor, believed in economic needs motivation. Obtaining the highest possible wages through working in the most efficient and productive way would motivate workers. For Taylor, motivation was a comparatively simple issue—what the workers wanted from their employers more than anything else was high wages. This approach is the rational-economic concept of motivation.

- **SOCIAL CONCEPT OF MOTIVATION:** The human relations writers, demonstrated that people go to work to satisfy a range of different needs, and simply for monetary rewards. They emphasized the importance of the social needs of individuals, and gave recognition to the work organization as a social organization. The human relations approach to organization and management led to the social concept of motivation.

- **SELF-ACTUALIZATION:** The subsequent attention to the social organization and the theories of individual motivation, gave rise to the work of the nonhuman writers. These writers adopted a more psychological orientation to motivation. Greater attention was focused on the content and meaning of the task, and attempts to make work more intrinsically satisfying. The major focus of concern was the personal adjustment of the individual within the work situation. This approach is the self-actualization concept of motivation.

- **COMPLEX-MAN CONCEPT OF MOTIVATION:** The contingency approach to organization and management takes the view that there are a large number of variables, which influence organizational performance. Contingency theory is concerned more with differences between organizations than with similarities. Managers must be adoptable, and vary their behavior according to the particular situation and the different needs and motivation of staff, the varying situational factors together with the complicated nature of human behavior lead to the Complex-man concept of motivation.

**STRATEGIES FOR MOTIVATE THE EMPLOYEE**

There are various strategies used to motivate the employee. These strategies are high motivation for the employee and cannot be ordered or given to employees. Motivation is created by the brain from a great number of considerations. They provide the feelings or give a strong sense of ownership of their work, they will become highly motivated to do the very best work they can and will be up to 5 times more productive than if poorly motivated.

These considerations or strategies are:

- **Job Analysis** (More emphasis on personnel specification and regression analysis to determine weightage on job related individual characteristics.)

- **Human resource accounting** (Accounting IQ, EQ, personality traits, aptitude profiles of each employee.)

- **Selection** (Selecting right man for right place at the right time.)

- **Attitude change** (Employee as human system having specific needs, aptitudes, temperament, attitudes towards job and the organization.)
Role clarity (Well defined job description and work roles. Introduce role drama for role understanding for both lower level employees and the managers.)

Training (Periodical training to the employees about upgradation of skills, work role analysis and to the leaders about leadership development (communication, manipulation of incentives, decision making etc.).)

Survey (Periodical survey to study level of employee satisfaction, attitude towards organizational health and their relations to individual productivity and quality of working life for organizational diagnosis. Introduce organization development programmes for attitude change in considering results of regression analysis.)

Work culture (Introduce quality circle, suggestion box system, and intermingle organization to the life style of the employees.)

CONCLUSION

Improving employee productivity is a great way to build a solid productive team in organization. By implementing the strategies of Motivation theory organization will gain employee’s respect and admiration, causing them to be even more productive and increase their loyalty towards the organization. Improving employee productivity can be tricky, especially in a larger corporation or in an online environment of telecommuters. However, the key to improving employee productivity does not rest with the masses. Therefore the role of motivation is to develop and intensify the desire in every member of the organization to work effectively and efficiently in his/her position.

REFERENCES