

MOTIVATION TOOLS AND ORGANIZATIONAL SUCCESS: A CRITICLE ANALYSIS OF MOTIVATIONAL THEORIES

Dr. Aftab Ahmed Mangi*
Dr. Hakim Ali Kanasro**
Dr. Muhammad Bux Burdi ***

Abstract

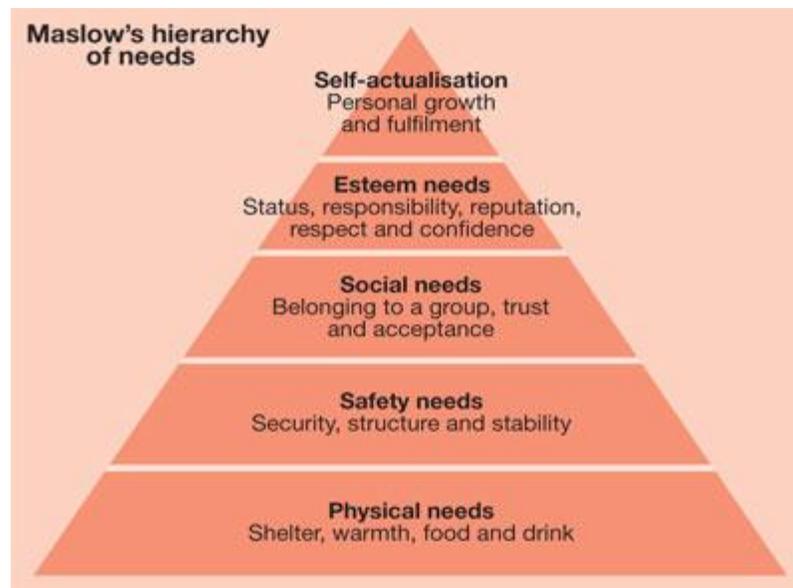
The main focus of this research is to discuss the impact of motivation on the performance of employees and its effect on organizational success. After a detailed review of literature the research objectives were selected to study and highlight the meanings, definitions of motivation and performance its relationship that leads towards organizational practice and specific to its impact on the success of organization that is the basis for this research study. In this research study a thoroughly focus was on motivation and performance. Precisely some basic theories are discussed as Abraham Maslow's theory (Hierarchy of Needs), Fred Herzberg's (two-factor theory) and Vroom's theory (Expectancy). Alderfer's theory (ERG) is based on three categories of needs (Existence, Relatedness and Growth) which are discussed in relation with employee's motivation and performance. The aim of this research paper is to deliver a dynamic view of motivation and its impact on the organizational achievement, and also discourses the major issues and emphasizes on the recent work that opens new basis to move research onward. The research study supports that the motivation, spirit, working ability and performance of the employee's bring success to the organization. The various explanations, definitions, meanings, scopes, and their benefits regarding the topic motivation and performance in organizational success are highlighted.

Key words: *Motivation, Performance, Success, Organization, Employees*

Introduction

Term Motivation derived from Latin language which means to move. Although the word motivation emerged in 1880's; earlier than the term "Will" used by academics or social scientists as discussing the efforts attentive to motivated human behavior said Forgas et al (2005). Motives (moves) are to initiate action and inside force that leads the behavior towards specific goal. Maslow has been inclined to the management subject more than any other theorist. Maslow (1943) identified five basic needs namely (physiological), (safety, security), (social), (esteem) and (self-actualization) which are divided in primary and secondary needs and are arranged as hierarchy, the lowest are physiological needs and the highest are social needs as shown in the figure below.

Maslow's Hierarchy of Need Theory



Source: <https://www.google.com.pk/search?q=maslow%E2%80%99s+hierarchy>

According to Maslow categorically the physiological need is fulfilled the next upper- order need has to be fulfilled. Employee can be motivated through the desire to reach or continue the several situations on these fundamental satisfactions based. Every employee in organization struggles to achieve needs through work, and also an individual do the same in their lives. Kreitner, (1995) defined motivation as: a psychological procedure that gives behavior to the

objectives and path. According to Butkus, R. T et al (1999) word motivation originally used before as “motivate” which means to “move”, influence to do some work to fulfill a need. Baron R. A (1983) defined motivation as “set of methods related with a sort of strength / energy that directs behavior towards achieving some particular goals”. Several researchers has stated motivation as the goal focused behavior, the goal nature of motivation is also recommended by Kreitner, Rand Kinicki, A (2001) they gave the opinion about motivation as “Psychological actions that cause the inspiration and intentional actions which are focused on the goal”. Two-Factor theory of Herzberg’s is focused on (Hygiene Factors) and (Motivators), hygiene factors shows job environment and motivators shows the context of job which are shown blow in the table.

Table 1 - Herzberg’s Two-Factor Theory

Hygiene’s (leading to dissatisfaction)	Motivators (leading to satisfaction)
Company policy	Achievement
Supervision	Recognition
Relationship with boss	Work itself
Work conditions	Responsibility
Salary	Advancement
Relationship with peers	Growth
Security	

Source: <https://www.google.com.pk/search?q=Herzberg-Two-Factor+Theory>

These above factors results either satisfactory or unsatisfactory awareness at work. The hypothesis is that the satisfied employee can perform excellent and continue his job. The factors leading to dissatisfaction are concerned with the conditions of work, organizational strategy, direction, salary and social relations. Herzberg said these are the hygiene or maintenance factors. A motivated employee have the understanding of particular objective that he try to achieve in exact ways; consequently employee efforts bring achievement stated Nelson, B. (2001). It means motivated employee, as a fully aware of best appropriate ways for achieving objectives so that it is easy for him to reach at given target. Alderfer’s (ERG theory) (Existence, Relatedness, Growth) is known as an

extension of the Maslow's theory hierarchy of needs, Alderfer's categorized needs in three types. These three types of needs are shown in the following chart.

<i>Alderfer's (ERG) theory</i>		
E= Existence-needs	R=Relatedness-needs	G = Growth-needs
are similar to Maslow's physiological and safety need categories	Involve in employees relationships and are comparable to aspects of Maslow's belongingness and esteem needs.	Are those related to the attainment of one's potential and are associated with Maslow's esteem and self-actualization needs.

Source: [https://www.google.com.pk/search?q=Alderfer%27s+\(ERG\)+theory&es](https://www.google.com.pk/search?q=Alderfer%27s+(ERG)+theory&es)

The managers are expected to effectively guide the employee's to achieve organizational objectives so that it is necessary to know the psychological process that is the root cause of stimulation, direction of destination, and intention of voluntary actions. Motivation is attached with complete participation of employees in the tasks with enthusiasms. In other words, motivation is a self-realizing and satisfying action of moving towards the tasks. The scholars highlights on motivation and considering it as a source for the achievement through the employees which are involved in it and are doing the task voluntarily joyful not for only financial benefit. According to La Motta, T. (1995) motivation is a cause for employee's actions to carry out the given task. There are so many reasons of employee's motivation in an organization as money, career and their own satisfaction etc., so they can be motivated through those reasons and other employee's they gives reasons of many diverse factors that affect their level of motivation and they are not easy to be motivated. The perception that employees are certainly motivated if organization provides batter environment and monetary benefit that improves the level of motivation stated Baron, R. A. (1983). It is true that an organization has to provide a better working environment and to trust on employees that they will work with motivation. Term "motivation" can be perceived in unlike ways as several scholars expressed motivation and suggested

diverse meanings and they were more influence to organizational behavior. Herzberg's theory is still used in the organizations for better output. Herzberg was one of the first researchers who differentiated between intrinsic and extrinsic factors of motivation stated Staw (1976). Some of the definitions are identified here along with an overview of the theories of Maslow, A. H. (1943) and Herzberg (1959). More significantly did the separation among the intrinsic and extrinsic motivation and that separation is useful to explain the connection in employee motivation and performance.

Motivation and Performance

Performance can be defined as a level in which an employee gives efforts to achieving the goals of an organization. Though there is a positive relationship between motivation and performance but that is also related with other factors as employees' ability, rationality, intelligence, and task understanding. An employee's performance is also based on the skills, knowledge, experience and abilities stated Vroom, V. H. (1964). Above ability refers to the employees' basic potential and that ability of employee's enables to forecasts the success, and even better performance in complex jobs. Employees' ability affects and so do the factor like resources if employees are not motivated to do job. Hence effective performance can rise from the series of motives; workplace, incentive and performance are those aspects which create work behavior. Also having different behavior of employees they may be rewarded in different ways that may attract employees to discharge their best performance in return of satisfaction. The term satisfaction is also used by Herzberg (1959) he said that when intrinsic dynamics (motivators) exist at workplace the satisfaction is expected to happen and increases employee motivation. Amabile (1993) stated that performance depends upon the employee's level of motivation and these levels can be intrinsic or extrinsic based. The job characteristics are essential in creating relationship between employee motivation and performance (Brass, 1981; Hackman & Oldham, 1976).

Relationship in Motivation and Performance

The relationship between motivation and performance is frequently spoken but yet not many organizations are making study and revision in detail but walking on blind path rather than taking rational decision about that relationship which must

be based on the facts and findings. Managers some assume that motivation is bothering employees to give more performance but scholars claim that unmotivated employees pay less efforts in their jobs, avoid workplace and yield low quality work. The motivated employees are helpful for organization to sustain in rapidly changing environments and in that situation it is most difficult to motivate employees; because what motivates employee's changes continuously stated Lindner, (1998). The relationship in motivation and performance is fundamental and most of the organizations believe that their motivation plans are working and there is lesser dissatisfaction among their employees and the performance is high. The key to achieve better performance is related with integration of employees, procedure, skill and environment of an organization where motivation is first then employee does what he has been told. The processes may be planned to empower employees to use their knowledge, skill and expertise in performing work. The appreciations should be clear so that an employee doesn't have to look authorities for the recognition on performance and each employee must be treated equally on the basis of their performance.

Employees deliver results without they are told that they have to do when they are aware that how they can use their talent and opportunity in an organization. The reason for good result is because all human beings know what is expected from them and also from their organizations. Bosompem, M., et al (2012) stated that the relationship between levels of motivation, job satisfaction, supervision, work conditions, recognition, promotion and participation in goal setting leads better performance of an employee. Motivation and performance are difficult goals and can be achieved reasonably easy and sometime difficult. The complexity of target affects the motivation, commitment and performance of an employee. The employees must be curious, committed and motivated, then result and performance is better stated Redmond, B. F. (2010). The highest level efforts arise when the task is reasonably difficult and the lowest level arises when the task is very easy said Locke, E. A., et al (2002). An easy goal can be achieved when needless things are avoided and that to increase enthusiasm of employees that will lead the goal to be achieved easily.

Moreover the goals that are too difficult can create difficulties and that will discourage employee's and decrease their level of motivation and performance so that to set easy goals to avoid these problems of employee's. Both the fiction and

fact about the needs of employee's are related with the goal that leads to the motivation and has impact on performance. An objective that is difficult but manageable can increase employees' motivation to achieve the task.

Literature Review

Motivation is a subject that is widely researched and explored by the scholars. In the mid of the 20th century the first important motivation theories arose, namely Maslow's theory of (Hierarchy of Needs) which is based on five need categories; Herzberg's Two-factor theory (Hygiene's and Motivators) and Vroom's theory of expectancy etc. These researches are focused on motivation and employee's motivation more specific. Indeed Herzberg redefined Maslow's theory Hierarchy of Needs in two categories namely Hygiene's and Motivators. This is one of the first attempts to differentiate the intrinsic and extrinsic motivation expressed Staw, (1976). The satisfaction and dissatisfaction cannot be treated as a counter parts of each other Salancik, expressed G. R. et al (1977). The motivator needs of Herzberg are very similar to the higher-order needs in Maslow's theory said Furnham, A. et al (1998). It can be assumed that Herzberg's and Maslow's theory are related theories. Since they made a clear division between intrinsic and extrinsic factors of motivation and these two theorists are the main source for presently motivation theories. Several definitions of motivation were defined in the past years, e.g. Herzberg (1959) defined employee motivation as; employee performing a job related action because he wants to do. It is a collective thinking that an employee motivation factors can be separated in two parts intrinsic and extrinsic said Staw, B. M. (1976). Staw also said that Herzberg's done important work and differentiated motives as Two-factor theory. The debate on intrinsic and extrinsic motivation is more from latter years e.g. Amabile, T. M. (1993), Deci, E. L. et al (2000).

Intrinsic and Extrinsic Motivation

As described motivation earlier; primary and secondary motives, physiological and social needs. The factors of motivation are separated and on that basis employees are motivated when employees are engaged in the work that is in order to intrinsic and extrinsic motivation. Amabile (1993) described intrinsic and extrinsic motivation as:

- Employees are intrinsically motivated when they seek enjoyment, interest, satisfaction of curiosity, self-expression, or employees challenge in the work.
- Employees are to obtain some goal that is a part from the work itself.

Deci (1972) defines extrinsic motivation as, money and verbal support, facilitated outside of the employees, while intrinsic motivation is facilitated within the employees. Amabile (1993) expressed that employees can be either motivated intrinsically or extrinsically or even both. Vroom (1964) said that some employees focus on intrinsic results while others are focused on extrinsic. Story et al. (2009) expressed that an employee is high in intrinsic motivation and prefers challenging tasks. Hence reward, setting goals impact better if the extrinsic motivation is high. Hackman and Oldham (1976) said that employee has specific variations in reply to the similar work; because employee differentiates between high and low increase need. Employee in high growth need are mostly motivated during jobs with high skill range, task identity, task worth, task freedom hence an employee is low in strength is relatively ignorant for these factors. However it seems that employees are not only motivated differently but intrinsic and extrinsic motivation also has effect on them.

Exclusively the discussion is important about intrinsic and extrinsic motivation and how it can add the employees' performance stated Ramlall, S. (2008). The relationship between employee motivation and performance has been studied in the past but high relationship between these two was not established expressed Vroom, V. H. (1964). However lateral research shows that employee motivation and performance are positively related argued Petty, M. M. et al., (1984). In this research article relationship is thoroughly studied and the objective is to gain valuable information that how employees' performances can be improved through motivating them intrinsically or extrinsically.

Lawler, E. E (2003) said that the different theories inquiring that why employee prefer careers, rewards, why they feel satisfied or dissatisfied with their work. These are the questions creating many assumptions to be studied and to clarify these through review of literature on motivation, performance and their relationship. It is generally considered that Motivation is an internal desire or force that pushes to achieve the given tasks. Mitchell T. R (1982) stated that motivation is concerned with action and the internal and external forces that

influence the action of employee. Although motivation is not behavior itself and it certainly is not performance but an internal force which leads behavior. It is obvious that an organization needs to motivate employees to acquire the required results. It is fact that motivation is as distinct occurrence and the purpose of motivational theories is to predict behavior of employees towards the specific task. It seems that Herzberg and Maslow were among the first researchers who worked a lot on this subject and their theories are still in use. The use of intrinsic and extrinsic motivation by manger on employees is a foremost part of the organizational planning as to set goals and to achieve through employees, in the ideal situation employees learn, develop skills, and grow as individual towards the goals. Manger needs to know that what motivates each employee. When a manger is able to motivate a team member and help them to feel involved the positive results will begin to disclose.

Motivation is a critical aspect of ability; it is described as “ability to execute functions, resolve problems and to accomplish goals”. Incentives are the basics to develop abilities and to convert those abilities into better performance. The focus of this paper is on the incentive systems that are the tools which influence motivation and behavior of employee to the performance for poor action and development outcomes. Incentive systems and motivations are critical for capacity development as they enable individuals and organizations to perform their functions effectively and efficiently, it is also true that motivation alone does not command the all of employee’s behavior in all conditions.

Personal Observations

While asking question from the employees of different organizations about motivation, performance and its relation, almost they replayed that there is positive impact of motivations on the performance and said motivational factors or tools must be used rationally by the managers greater output. While asking question about motivation that the factors or tools impact on your performance they said categorically first financial benefits second job security and recognition than environment.

Suggestions and Recommendations

- i. The management of the organizations should develop a clearly stated, well- expressed reward policy for the employees.

- ii. To make sure the employees participation in the process of planning and reviewing the reward and financial policies.
- iii. The reward policy document should be circulated among the all employees.
- iv. To make sure the employee's safety and security needs as other factors are addressed that contributing to the motivation.
- v. The best way to motivate employees to make positive changes to the internal work environment so that employee's return through behaviors the positive results. There is every probability that if these suggestions are applied to the employee's for motivation the performance will increase and it will impact on organizational output.

Conclusion

From the above research study it is concluded that it is possible to motivate employees to perform better when using the motivational tools or factors properly in an organization and that is a significant task of managers. It seems that there is a strong connection between the performance, motivation and satisfaction of an employee; if satisfaction achieved the employee becomes motivated to perform well. High performance can be achieved when organization certainly focuses the basic motivators both intrinsic and extrinsic and employees can be motivated to perform well. It is also concluded that intrinsic factors can add greater level of motivation than extrinsic factors. Some researchers even argue that only extrinsic factor does not lead to increase performance without intrinsic factor. Research shows that intrinsically motivated employees perform more, but the organization needs to focus high on employees: skill diversity, task identity, task importance, independence and response. For the extrinsically motivated employees the organization needs to focus more on salary, commitment and job security. Though, it must be argued that this relationship is not endless. Motivation plays vital role as it is related with the physiological and psychological needs of an employee that urges to perform.

References:

- Amabile, T. M. (1993). Motivational synergy: toward new conceptualizations of intrinsic and extrinsic motivation in the workplace. *Human Resource Management Review*, 3 (3), 185-201. Brass, 1981; Hackman & Oldham, 1976;
- Butkus, R. T. and Green, T. (1999). *Motivation, beliefs and organizational transformation*. Organizational Quorum Books.
- Baron, R.A. (1983). *Behavior in organizations*. New York: Allyn & Bacon, Inc.
- Bosompem, M., Kwarteng, J. A., & Obeng-Mensah, A. (January 2012). Determinants of Motivation of Senior High School Agricultural Science Teachers in the Central Region, Ghana. *Journal of Arts, Science & Commerce*, 3.
- Deci, E. L. & Ryan, R. M. (2008). Facilitating optimal motivation and psychological well-being across life's domains. *Canadian Psychology*, 49.14-23.
- Forgas, J. P., Williams, K. D. & Laham, S. M. (2005). *Social Motivation, Conscious and unconscious processes*. Cambridge University Press.
- Furnham, A., Forde, L. & Ferrari, K. (1998). Employees ability and work motivation. *Employees ability and individual differences*, 26.1035-1043.
- Herzberg, F. (1966). *Work and the Nature of Man*. Cleveland, OH: World.
- Herzberg, F., Mausner, B., & Snyder man, B. B. (1959). *The motivation to work*. New York: John Wiley & Sons.
- Hackman, J. R. & Oldham, G. R. (1976). Motivating through the design of work. *Organizational Behavior and Human Performance*, 16, 250-279.
- Kreitner, R. (1995). *Management* (6th ed.). Boston: Houghton Mifflin Company
- Kreitner, R. & Kinicki, A. (2001). *Organizational behavior* (5thed.). Boston: Irwin/McGraw - Hill.
- La Motta, T. (1995). Recognition: The quality way. New York: Quality Resources.
- Lindner, J. R. (1998). Understanding employee motivation. *Journal of Extension*, 36 (3).
- Locke, E. A., & Latham, G. P. (2002). Building a practically useful theory of goal setting and task motivation. *American Psychologist*, 57(9), 705-717.
- Lawler, E. E. (2003). Treat employee right. San Francisco: Jossey-Bass Inc.
- Maslow, A. H. (1943). A theory of human motivation. *Psychological Review*, 50, 370-396.
- Mitchell, T. R. (1982). Motivation: New directions for theory research and practice. *Academy of Management Review*, 7 (1), 80-88.
- Nelson, B. (2001), "Motivate employees with intangible benefits", Available at: <http://www.findarticles.com>.
- Petty, M. M., McGee, G. W. & Cavender, J. W. (1984). A meta-analysis of the relationships between individual job satisfaction and individual performance. *Academy of Management Review*, 9 (4), 712-721.
- Redmond, B.F. (2010). *Need Theories: What Do I Want When I Work? Work Attitudes and Motivation*. Pennsylvania State University- World Campus

- Ramlall, S. (2008). Enhancing Employee Performance through Positive Organizational Behavior, *Journal of Applied Social Psychology*. 38(6), 1580-1600.
- Staw, B. M. (1976). *Intrinsic and Extrinsic Motivation*. Morristown, NJ: General Learning Press.
- Salancik, G. R. & Pfeffer, J. (1977). An examination of need-satisfaction models of job attitudes. *Administrative Science Quarterly*, 22 (3), 427-456.
- Vroom, V.H. (1964). *Work and motivation*. New York: Wiley.