

Role of Job Motivation in the Present Organisational Ector

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Abstract

The present study endeavors to cast a glance at the role of Job motivation in present organizational sector. Job motivation is a set of innate forces that originate from within as well as beyond an individual, to initiate work-related behaviour and to determine its direction. Understanding what motivates an organization's employees is central for organizational functioning and success. While motivation can often be used as a tool to help predict behaviour, it varies greatly among individuals and must often be combined with ability and environmental factors to influence behaviour and performance. Motivation plays a key role in influencing workplace behaviour and performance. Hence an attempt would be made in the present paper to understand the concept of job motivation, factors affecting job motivation in the organization and its enhancement techniques. These techniques would not only provide intervention for growth to the individual but would have a collective impact on the organization and society at large.

Key Words: *Job-motivation, Organizational Functioning, Work Performance, Employee motivation, Commitment and Productivity.*

Reference to this paper should be made as follows:

Received: 05.05.2019

Approved: 25.06.2019

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in the Present
Organisational Ector*

*RJPSS 2019, Vol. XLIV,
No. 2, pp. 177-186*

Article No. 23

Online available at:
[http://
rjpss.anubooks.com/](http://rjpss.anubooks.com/)

Introduction

Organization refers to a plan of action to ensure fulfilment of purposes which group of individuals has set for the realization and towards the attainment of which they are collectively bending their energies. Organization involves group of people who work together for same purpose. It is a pattern of distribution of workflow for the common interest (Saha 2006). Organizational behaviour studies the influence that individuals, groups and structures have on within organizations. The goals of an organization are largely dependent on the efforts and investments made by the people working for it. In order to achieve the organizational goals, the employees working for it should be motivated. Motivation in the work context is expressed as an individual's degree of willingness to exert and maintain an effort towards organizational goals. (Deressa and Zeru 2019).

Job motivated employees are the requirement of the modern organizations and are considered most important for the growth of the company. The need of job motivated employees is the demand of the modern organizations as there is so much pressure, high attrition rate, easy availability of jobs, long working hours, less personal interaction between the employee and organization. Thus, it becomes need of the hour to understand the prerequisite of job motivation in the present organizational sector of India. Therefore, an attempt could be made in the present study.

Concept of Job Motivation in Organisation

Motivation is a Latin word, which means, "to move". Kleinginna and Kleinginna (1981) defined motivation as "motivation is an internal state or condition (sometimes described as a need, desire, or want) that serves to activate or energize and give it direction". Motivation consists of a driving state, the goal directed behaviour initiated by the driving state, attainment of goal and the reduction of the driving state. The sequence of events is called the motivation cycle Morgan, King, Weisz and Schopler (2012). Many contemporary authors have also defined the concept of motivation. Motivation has been defined as: the psychological process that gives behaviour purpose and direction, a predisposition to behave in a purposive manner to achieve specific, unmet needs (Buford, Bedeian, & Lindner, 1995); and the will to achieve (Bedeian, 1993). Motivation can be defined as "the complex forces, needs, drives, tension states, or other mechanisms within us that will create and maintain voluntary activity directed toward the achievement of personal goals".

Motivation is present in every sphere of life. A common place we see the need to apply motivation is in the workplace/organizations. In words of Koontz (2013) "motivation is what drives us to do something. In the workforce, it is what drives employees to perform, achieve goals, and put forth the greatest amount of effort, which is why it is imperative that employers understand what motivates their employees." Motivation refers to the willingness of individual to set and accept

challenging goals, to take responsibility, involvement in work, and job satisfaction. **Spencer (1970)** indicates, “*Motivation is one of the most important factors of human resources*”. Motivation can have an effect on the output of the business and concerns both quantity and quality of the organization. Through motivation the performance, satisfaction, and morale of the employees can be easily improved. Moreover, the application of motivation in organizational setting and its relationship to productivity has recently started gaining attention in India.

“*Employees are positively motivated, it improves both their effectiveness and efficiency drastically for achieving organizational goals*” (**Nabi, Islam, Dip and Hossain 2019**). Employee motivation can be defined as “psychological forces that determine the direction of a person’s behaviour in an organization, a person’s level of effort and a person’s level of persistence”. It is important to understand that employee motivation is a separate and distinct topic apart from motivation. Employers who are motivated have a greater ability to understand, to boost other colleagues’ morale which further results in greater organizational productivity. If the managers know about factors that create motivation, they can induce employees to work harder, faster, more efficiently and with greater enthusiasm by tailoring job assignments as per needs of the employees.

Need of Job -Motivated Employees In Present Organizational Sector

The concept of job motivation needs attention in the present organizational scenario, as to improve employees’ performance at the workplace, to retain employees and to help companies establish a good image. **According to Nguyen (2017)** “*the motivation of employees plays one of the most vital roles in an organization’s effectiveness and assertively contributes to its growth and prosperities*”. If a company’s employees do not acquire this motivation then the company could lose large amounts of money, customers or even go out of business. In an interesting study, **Daressa and Zeru (2019)** stated that “*the nurses perceived motivation as motivators. Getting prospective encouragement, recognition and financial incentives were the main descriptions the nurses gave to motivation*”.

The present paper would help many managers and leaders in our society to identify the things that they need to do in order to successfully motivate their employees to perform at their best. As a manager this knowledge will therefore help me to understand what new strategies could implement in order to motivate employees to achieve optimal business results. It is evident that there is a need for this study because of the many companies that are constantly spending money on various ways to increase employee motivation.

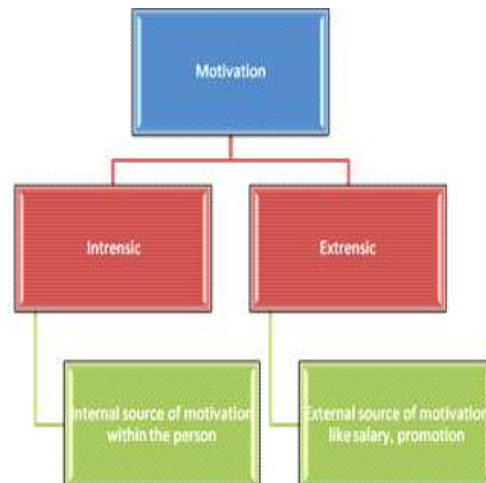
Employee motivation has always been a central problem for leaders and managers. Unmotivated employees are likely to spend little or no effort in their jobs, avoid the workplace as much as possible, exit the organization if given the opportunity

and produce low quality work. On the other hand, employees who feel motivated to work are likely to be persistent, creative and productive, turning out high quality work that they willingly undertake. Employers need to get to know their employees very well and use different tactics to motivate each of them based on their personal wants and needs.

Motivation plays significant role in the work-life of every employee and it is viewed as one of the essentials especially for the present organizational sector. As the corporate sector requires highly skilled and motivated personnel to perform at their best levels, to be vigilant all the time, meet the targets, as well as deal with the hectic schedule of professional life. Thus, it becomes one of the most important requirements for the managers to be highly motivated as they are the future of the third developing economic country. Managers today are not aware of the effects that motivation can have on growth and success of organization. Therefore, it is important to understand the key factors that determine positive motivation. As their job requires them to work under exhaustive and stressful conditions which can have an adverse effect on their professional as well as on personal lives.

Types of Motivation

The motivation is divided in two types Fig 1.1 Types of Motivation



The intrinsic motivation represents the motivation from within an individual. Intrinsic motivation is the pleasure of performing the task it is the sense of satisfaction derived from completing a task. An intrinsically motivated person will work irrespective whether he or she is getting any reward or not but merely because the work is enjoyable for the person. In contrast, the source of extrinsic motivation lies outside an individual. The motivating factors are external, such as monetary rewards, recognition, incentives and promotion. These rewards provide satisfaction and pleasure

to the individual. An extrinsically motivated person will work on a task even when they have little interest in it because of the anticipated satisfaction they will get from the reward/salary.

Factors Affecting Job Motivation

Highly motivated employees are the requirement of every organization. Motivation of the employees directly is related to the organizational success. **Pareek (2007)** mentions some of the factors affecting motivation.

1. Organizational Climate: The organizational climate includes environmental factors that are directly related to the motivation. An organization must have an employee friendly, employee centered, and encouraging employee climate. Organization must consider the reward system, with providing the positive climate, open communication and decision-making authority helps in increasing the levels of motivation to a great extent.

2. Reinforcement: The systems in an organization reinforce some motivations, more than others. While designing systems or making changes in them it is essential to discuss what motivations they will reinforce. Doing this may help in designing systems that may help in reinforcing the motivations relevant to organizational effectiveness for example; achievement, power and extension motivations.

3. Recognition: Norms for the recognition of competence promote motivation. In an organization competence and good work should be recognized. If people perceive that their efforts are being recognized, then only the high level of motivation rises among them.

4. Challenge: Motivation is correlated with challenge which the job provides to the individual. Challenge is one of the factors which Herzberg has suggested as motivators. If a job does not provide any challenge to the individual his/her motivation will become low. In such cases, it may be useful to examine the job content and do something to build more challenge in the job.

5. Growth Opportunities: Motivation is directly related to the perception of opportunities for development and growth in the job. If people feel that what they do in their jobs help them to learn new things and contributes to the development.

6. Salary And Rewards: People find true fulfilment in the jobs from the salary they receive for doing it. The salary and rewards derived from performing the job are said to be the basic factors of motivation.

7. Promotion: Promotions based on merit and competence creates a climate of high motivation. It is extremely important that the organization pays attention to the promotion policies. Promotions based on the fair assessment and competence increases the general climate of organization which further develops motivation.

8. Personality: Personality is one of the most important factor of job motivation. It can be thought as total of ways in which an individual reacts to and interacts with

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others. It is most described in a measurable trait that a person exhibit. Personality of the manager plays most vital role in the success of an organization. The significant role of personality has been accepted in modern organizations.

Personality is correlated with job motivation and job performance especially in the managers. Motivated employees are needed in our rapidly changing workplaces. Motivated employees help organizations survive. Motivated employee is more productive. Motivated employees are more quality oriented. Personality is closely related to interpersonal aspects, cognitive ability, job performance, job satisfaction, effective leadership, intra team communication. Researchers have long believed that the personality of the manager affects every aspect of job from decision making to team building.

Steps to Enhance Motivation at the Job

“Destiny is not a matter of chance it is a matter of choice; it is not a thing to be waited for”.

————— **Bryan**

There are certain ways through which the motivation in organizations can be enhanced. Positive outlook as well as high levels of motivation can be achieved by practicing them into everyday life. There are certain benefits of positive attitudes such as; it makes for a pleasing personality, increases enjoyment in life, inspires others around you, helps to become a contributing member of society, reduces stress, breeds loyalty and increases productivity. Apart from the above some steps are further mentioned to enhance the motivation levels among personnel's working in organizations.

By Providing Rewards: Organizational reward systems have a significant impact on employees' level of motivation. Rewards can be either tangible or intangible. Various forms of pay, such as salary, commissions, bonuses, employee ownership programs and various types of profit or gain sharing programs, are all important tangible rewards. While fringe benefits have a positive impact on attraction and retention, their direct impact on motivation and performance. Salaries play a crucial role in the tangible reward system. They are an important factor in attracting new talent to an organization as well as retaining talent. Compensating employees well is one way for an organization to reinforce an employee's value to the organization.

By Motivating Through Design of Work: Reward-based systems are certainly the more common practice for attempting to influence motivation within an organization, but some employers strive to design the work itself to be more conducive. There are multiple ways an organization can leverage job design principles to increase motivation.

By Developing Creativity: On the cutting edge of research pertaining to motivation in the workplace is the integration of motivation and creativity. This is a helpful conclusion in that organizations can measure and influence both creativity and

motivation simultaneously. By allowing employees to choose creative and challenging jobs/tasks has been shown to improve motivation. In order to increase creativity, setting “creativity goals” can positively influence the process, along with allowing more autonomy. Other studies have found that team support may enable more creativity in a group setting which as a result increase motivation.

By Strategic Appropriateness: A strategically appropriate culture motivates due to the direct support for performance in the market and industry. There is an appeal to the idea that cultures are designed around the operations conditions a firm encounter although an outstanding issue is the question of adapting culture to changes in the environment.

By Making Groups And Teams: As the workplace is changing to include more group-based systems, researching motivation within these groups is of growing importance. There are inseparable mediating variables consisting of group cohesiveness, commitment, and performance. As the workplace environment calls for more and more teams to be formed, research into motivation of teams is ever pressing. Thus far, overarching research merely suggests that individual-level and team-level sources of motivation are congruent with each other.

By Developing Well-Being: Well-being involves a subjective evaluation of one’s current states in the world. The term subjective well-being is often used as a synonym for happiness in psychology literature. Well-being can be enhanced by maintaining a proper balance of attributes, thinking about the positive affect of life, pro-social behaviour, multiple dimensions and personal optimization. Factors which develop the holistic approach are: environment, experience and education.

By Manageing Stress: To the wide spectrum of techniques and psychotherapies aimed at controlling a person’s levels of stress for the purpose of improving everyday functioning. Stress symptoms vary according to situations and severity that are reflected in the decline of physical health as well as feelings of depression. Although life provides numerous demands that can prove difficult to handle, stress management provides a number of ways to manage anxiety and maintain overall well-being.

The process of stress management is one of the keys to a happy and successful life in modern society. Many stress management techniques are available which may help an individual to reduce stress, provide positive feelings of being in control of one’s life and promote general well-being. Such techniques include; Cognitive therapy, conflict resolution, exercise, meditation, deep breathing, yoga, prayer, relaxation techniques, time management, planning and decision making, use of humour and crying releases the stress chemistry.

Conclusion and Recommendation

“Highly job motivated employees are the requirement of every organization” (Pareek 2007). In today’s increasingly competitive and demanding

workplace, motivation becomes a highly challenging task for the managers. As mostly managers today are not aware of what the positives of the motivation can do to their jobs. The study addresses issues related to lack of motivation, commitment in organizations and its need for in the present scenario. The results of the present study can be beneficial suggestion for the organizations as to how in today's changing and competitive environment, they can retain employees, increase efficiency and overall all productivity. this study tries provides useful inputs to the future researches by exploring the ways through which job motivation can affects success and development of organizations and how it can be improved.

Organizations need to pay attention to the psychologically healthy and supportive stress free environment. Then only the organizations would be able to survive amidst of the tough competition and turbulent environment. Quality of work should be the major goal of the organization. A person suffering from feelings of job de motivation and high job stress cannot perform the quality work therefore cannot perform his best in the organization. At this end the management needs to look at the working conditions, social environment and psychological health of the managers/ employees. In the end to sum up in words of **Mittal** "*hard work certainly goes a long way. These days a lot of people work hard, so you have to make sure you work even harder and really dedicate yourself to what you are doing and setting out to achieve*".

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