



Employees Motivation: A Perspective Model for Success & Sustainable Development of an Organisation

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Abstract:

Employee's performance results from the interaction of physical, financial and human resources. The first two are inanimate and they are increase productivity only when the human element is introduced. However, the human element interjects a variable over which a management has limited control. When dealing with the inanimate factors of production, a management can accurately predict the input-output relationship and can affect every factor it chooses in order to achieve a desired rate of production. In dealing with employees, however, an intangible factor of will, violation or freedom of choice is introduced, and workers can increase or decrease their productivity as they choose. This human quality gives rise to the need for positive motivation. Thus, motivation to employee not only boosts productivity but also helps to increase level of trade and commerce and hence profit.

In fact, the level of the performance of an employee is a function of his abilities and motivation. The first determines what he can do; the second determines what he will do. Where there is a strong positive motivation, the employee's output increases; but where there is negative or a weak motivation, his performance level is low. One of the key elements in-personnel management is motivation; "it is the core of management which shows that every human being earnestly seeks a secure, friendly and supportive relationship which gives him a sense of worth in face-to-face groups which are most important to him... a supervisor should strive to treat individuals with dignity and a recognition of their personal worth."

- *McGregor has stated that "the task of management is to arrange organisational conditions and methods of operation so that people can achieve their own goals best by directing their own efforts toward organisational objectives."*
- *"Successful supervisors will be those who integrate the goal-oriented actions of individual workers with the pursuit of organisational goals to maximize wealth and profit"*
- *The goals of the individuals and the organisation can be achieved through stimulating workers towards productive performance called motivational*
- *process. It is a process of arousing action, sustaining the activity in progress, and regulating the pattern of activity."*
- *It attracts and initiates action and also serves as a factor in the continuation of activity until objectivity has been attained."*

Here the researcher desires to provide an assistive study for the entrepreneur of an organization to achieve success and sustainable development of business through positive motivation. By applying the same in an organization, a company can surely expect to achieve its goal of profit and wealth maximization.

Keywords: *desires, wants, aims, goals, drives, motives, incentives, motivation, profit, wealth, growth*

1. Introduction

We may define motivation as "a willingness to expend energy to achieve a goal or reward. It is a force that activates dormant energies and sets in motion the actions of the people. It is the function that

kindles a burning passion for action among the human beings of an organisation."Psychologists generally agree that all behaviour is motivated and that people have reasons for doing the things they do or for behaving in the manner that they do. In other words, all human behaviour is designed to achieve certain goals and objectives. Such goal directed behaviour revolves around the desire for need satisfaction. The needs set up drives to accomplish goals. Motivation consists of the three interacting and interdependent elements of needs, drives and goals.

Needs: These are the deficiencies and are created whenever there is a physiological or psychological imbalance.

Drives: These are motives set to alleviate needs. These are action oriented and provide an energizing thrust towards goal accomplishment. They are the very heart of motivational process.

Goals: They are anything which will alleviate a need and reduce a drive. Some facts about motivation need be noted.

- i. Motivation is a hypothetical construct, which is defined in terms of antecedent conditions and consequent behaviour.
- ii. Motivation is an intervening variable for it cannot be seen heard, or felt, and can only be inferred from behaviour. For example, motives such as hunger, sex, power and achievement can not be seen. Restlessness, walking, running, eating or talking or winning a new friend can be observed only.

2. Objectives

“MIND YOUR MEN AND THEY WILL MIND EVERYTHING”

The purpose of motivation is to create conditions in which people are willing to work with zeal, initiative, interest and enthusiasm, with a high personal and group moral satisfaction, with a sense of responsibility, loyalty and discipline and with pride and confidence in a most cohesive manner so that the goals of an organisation are achieved effectively.

• To Stimulate Employee Growth

Motivation techniques are utilized to stimulate employee growth. This was indicated by Clarence Francis when he was the Chairman of General Foods. He said: "You can buy a man's time, you can buy a man's physical presence at a given place' you can even buy a measured number of skilled muscular motions per hour or day; but you cannot buy enthusiasm. You cannot buy initiative; you cannot buy loyalty; you cannot buy devotion of hearts, minds and souls. You have to earn these things."

• Cultural Norms and Human Motives

Man has an advantage over animals in his ability to create a culture, which can be handed down from one generation to the next. A culture may be roughly defined as the totality of norms that govern behaviour in a society. Cultures embody the achievements of the past and give humans greater capacity to cope with their environment. Man does not have to constantly begin anew; he has a store of knowledge from which he can draw.

• To Adjust with Transmission of Culture

Cultures are transmitted from one generation to the next through formal and informal modes of instruction and indoctrination. Basic human needs make for similarities among cultures, but there are significant differences in ways cultures solve particular problems. For example, polygamy and monogamy are different approaches to the satisfaction of sexual and survival needs. Beef, pork, horse meat, and dog steak are acceptable means for satisfying hunger pangs in some cultures, but they are taboo or disapproved in others. Hindus do not eat beef, Muslims abhor pork, and Englishmen are not apt to relish a rare dog steak. Some societies abandon or kill their aged; others provide them free medical care and pay them pensions.

• To Understand Differences in Human Motives

Cultural variations make for differences in human motives. Australian aboriginal would not respond to the rewards that motivate Americans, and conversely. There may also be significant differences in the motives of people from the same basic culture. Studies of underprivileged people in a large metropolitan area in United States indicate they have widely divergent motives from those found

among people with a middle-class background. The motives of executives from lower-class backgrounds differed from executives born into high position. Many other contrasts exist within broader cultural classifications and influence the way in which people respond to responsibilities and rewards.

- **To Co-ordinate Different Human Qualities**

Many different kinds of human qualities make for effective social functioning and survival. Some are appropriate for some social goals and not for others, Achievement motives, for example, may promote a great deal of economic progress, but they may also engender high levels of social conflict. Societies have experienced difficulties because they did not have people with the appropriate motives for a particular purpose.

- **To Bridge Between Changing Conditions of Past and Present**

Some of the norms and motives that were developed during past periods and for particular purposes can become anachronistic with changing conditions.

The motives that are necessary to obtain the proper behavioral responses differ in some degree as societies go from war to peace, from handicraft to mass production, from economic scarcity to abundance, and from ruralism to urbanism. Too much lag in modifying motives can cause an unduly large amount of conflict and disruption in a society. It can also give rise to an excessive amount of frustration, anxiety, conflict, and other psychological problems for individuals.

3. What Motivates Man?

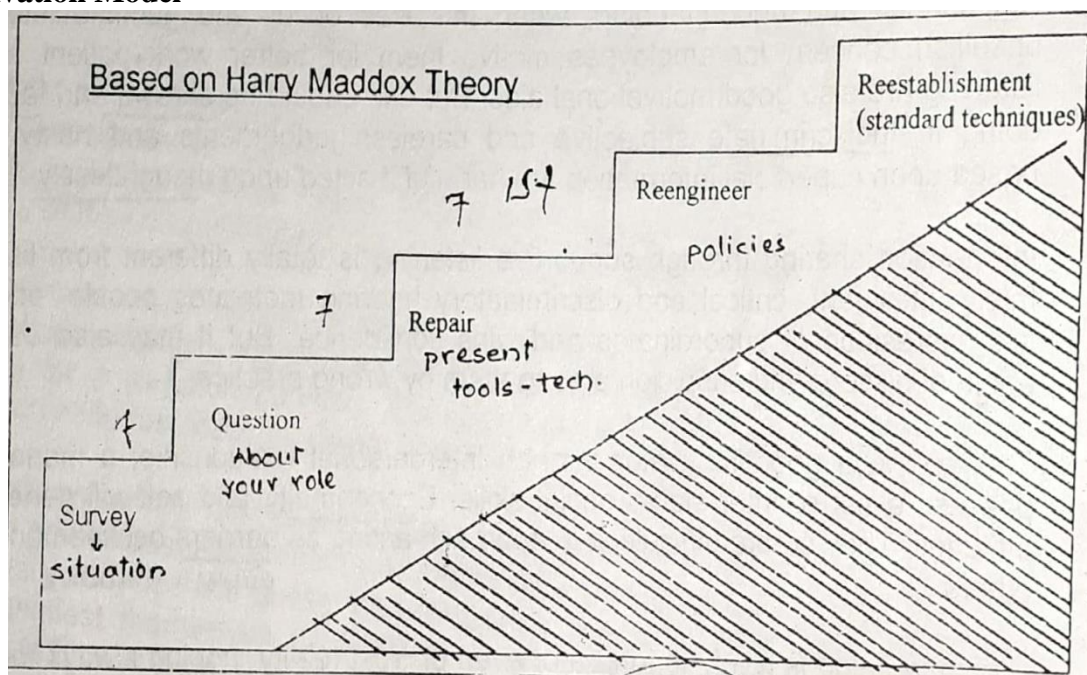
The attitude of people at work is well understood from questions like, "what is important for an individual?" "What is the general pattern of one's actions?" and "why does a person act the way he does?" etc. Human actions are based on basic physical and psychological needs or feelings of self-preservation, love, friendship, self-esteem and self-fulfillment.

- The most compelling is of course the urge for physical survival and satisfaction of the biological functions. Self-preservation may be seen either as a physical or psychological desire to live well and happily.
- Man is repository of subjective impulses and emotions. He needs love and friendship. In a work situation they manifest as a wish to be accepted by others. Self-esteem is a person's image of himself, which motivates achievement based on pride and confidence to do a job. Self-fulfillment in his expressed needs to develop, seen as commitment to work.
- Man lives little by bread alone, unless he has none of it. Once satisfied, his animal desires ceases to motivate him anymore. As he becomes materially more secure, his urge for self-expression and self-fulfillment become more prominent.
- The expression and satisfaction of imperative wants vary from person to person. Among two people with a strong urge for self-esteem, merely knowing that his job is well done, while another expects praise for it satisfies one. The other basic satisfactions expected from a job are security, recognition, influence and opportunity.
- Security is the intention to survive through the job as an adequate income source. Recognition with self-esteem assumes that a completed job has been noticed and also been worthwhile. Influence is a form of human aggression for self-preservation. Self-fulfillment expresses itself through opportunity to advance to higher position.
- Workers and managers can be motivated through job enrichment, organisational choice, target setting, creating whole jobs, increased responsibilities, authority and accountability. The suitability of a method depends on the type of company, nature of work and circumstances, commitment, enthusiasm, and creativity are improved by creating opportunities, setting high performance goals or management by objectives.
- A skilful and enthusiastic manager can do much to inspire subordinate participation and commitment to common objectives. He should know the group needs as much as the task of an

individual needs. High productivity partly results from the pride and loyalty of the group members to him as well as to others of the group.

- For building effective teams a manager should set high standards of performance and conduct for himself. He should commit himself whole-heartedly to his task with a contagious enthusiasm to lead the team. With an unshakable faith in their success he can create a supportive atmosphere through proper communication.
- Delegation of some decision-making efforts to workers representatives or sharing of decisions motivates employees. With trade union traditions, a progressive management can minimize, if not fully eliminate mutual frictions. Worker participation at the planning stages generates involvement and quickens implementation.
- To improve employee motivation for cooperation, joint consultation and democratic participation of workers in management are being accepted as ways for improving organisational productivity. The idea follows from the premises that managers and workers will work as a team to achieve common objectives.
- To become a good motivator through interpersonal relationship, a manager must possess a set of interrelated social skills. Egocentricity and self-will generate rigid attitudes. They create difficulties in approach acting as barriers between oneself and others.
- Motivation in short is a dynamic human process needed for generating achievement oriented behaviour. It is a psychological and sociological approach to human resources development, useful for appreciating the cultural overtones of economic development and the social values which determine the individual's attitude to work. It may be the status, power, styles, workshop techniques etc. combined with situation factors that may be good quality motivators.

A Motivation Model



4. What De-motivates Man?

Many human and sociological complexities complicate the motivational patterns. Familiar and social circumstances cause several permutations and combinations. Some acquired or shared wants arise from one's own personal background. A few motivations conflict with one another causing behavioral contradictions.

- Unpredictable human behaviors result from frustrations caused by failures or obstacles in work. Frustration is the net consequence of several conflicting inner motivations like attitude to success

need for affection, aspiration level, incapacity and limitations on imaginary freedom. It arises from acculturation, rapid social change and disorganized tensions and unpredictable human relations.

- Frustration shows up as aggression, regression, rationalization, fixation and repression. Aggression, displaced is directed sometimes against something unrelated to the source. For example, an employee annoyed with his boss concocts rumors or become difficult with his company-workers. Weak and insecure personalities show regression through immature behavior, malingering, dependence syndrome, shyness or lack of initiative.
- Unlike logical reasoning, rationalization is an individual's effort to shirk responsibility for his own inadequacy by explaining away failure to save his self-esteem. A frustrated aware of his limitations, but still repeating certain unreasonable and meaningless actions, suffers from fixation. Repression is the-sulky withdrawal from a defeat or conflict. An employee who loses his promotion, but complains about others is a victim of repression. Such people seek retreat in an unreal world.
- Any work situation opposed to the basic human needs harms the individual, enterprise and society. While the individual displays harmful behavioral syndromes, the enterprise loses the spontaneity of human creativity and initiative.
- Dissatisfaction results from wrong or confused company policies, top management indecision, poor working conditions, bad supervision, low salaries and irritating interpersonal relationship. Organisational failure to provide adequate 'hygiene factors' demoralizes employees.
- Much short-sighted management even consciously encourages such groups with disastrous consequences to themselves and to their organisation. The inadequate utilization of the hidden power of a group for achieving the organisational objectives is a mark of the failure of managerial leadership.

5. Burdens and Benefits: An Intelligent Approach

The problem of motivation should be viewed in terms of a combination of complementary and completing factors. A motivational system must satisfy many different human motives preclude any kind of perfect solution to the problem. Fortunately, there are automatic adjustments which can help compensate for failures in motivational decisions.

A strict dichotomy between the burdens of organisational responsibilities and the benefits of acceptance cannot be maintained in actual practice. Burdens are benefits for some subordinates, and benefits may become burdens. Thus, as was pointed out initially, organisational responsibilities may take on the properties of reward through "pride of craftsmanship" and "team craftsmanship". The social pressures imposed by the group may turn an organisational reward into a penalty.

Production beyond group output norms that results in higher wages or promotion may give rise to countervailing penalties by the group. The penalties that may be invoked from such external sources as unions, professional associations, and religious organizations are also important in this respect.

For example, a worker who refuses to participate in a slowdown "ordered" by the union may be rewarded by his superior but be penalized by union leaders and members.

A promotion that involves a transfer to another city can become a penalty if the subordinate's wife dislikes the idea. Even a vice-presidency may not be sufficient compensation for tirades of discontent of home.

General economic and particular market conditions can have considerable impact on organizational rewards. A salary increase may mean very little if other companies are offering 20 percent more for the same kind of work. The threat of discharge is less potent when there are more jobs than job-seekers. Subordinates generally view their situation in terms of the totality of burdens and benefits accorded them. They also tend to balance present burdens and benefits with those that may be offered in the

future. A subordinate may accept burdens in the present for expected future benefits. He may also forsake a satisfactory relationship in the present for a lack of future opportunities. Subordinates tend to react to a combination of burdens and benefits, each of which plays some part in the conception they form about their situation. Particular burdens and benefits add to or subtract from the totality of satisfactions, but there does not seem to be a simple cause and effect relationship between the elements and the whole.

6. Monetary and other incentives

The problem of motivation may be viewed in purely monetary terms. The customer exchanges money for products and services; stockholders and creditors exchange money for an expected monetary return over a period of time; suppliers exchange material things for money; employees and executives exchange work for wages and salaries. Such exchanges are generally made on the basis of monetary values determined by market and institutional forces. The importance of money as an instrument of motivation is sometimes undervalued. Money has a universal appeal because it embodies the means for satisfying almost every human motive. It can be exchanged for an evening at the theatre, Roquefort cheese, brown shoes, a dinner date, a week in Paris, a case of bock beer, an umbrella, a regimental tie, or a management book. The motivational problem is greatly simplified by a money system. Large scale organized endeavor would be impossible without it.

Cooperative behaviour is social and gives rise to social satisfactions, which also have important motivational properties. The prospects of achieving higher status in an organisation and in the society are another part of the picture. Also significant to many people are the satisfactions that come and professional goals. Organisational behaviour is motivated by some combination of these incentives. One individual generally requires a different combination than another. Some people are more motivated by money than by social satisfaction, status, or craftsmanship. Others accord a relatively lower rank to the values expressed by monetary rewards. There is little likelihood that a large number of people would respond well to only one of these incentives. An organisation that seeks to motivate primarily through monetary incentives or social satisfaction would undoubtedly experience difficulties.

7. Conclusion

Care should be taken to see that motivation system does not become rigid. Permanent flexibility would ensure motivational buoyancy in consonance with organisational dynamism. Motivational system has to be adjustable to the organisational and environmental changes. We close this study with the words of Haksar. He observes; "Human beings wants to work, seek responsibility, expect of know what they are responsible for and what is expected of them; and having participated in establishing the results they should achieve like to be treated as mature, trustworthy people capable of directing and controlling themselves, and then agree willingly to be held accountable for their performance, to be measured and assessed objectively. While satisfaction with working conditions and remuneration is important, the motivated and creative input of people is brought about largely by providing satisfaction for them in their job, a challenge to their ability and an opportunity for achievement followed by fair recognition as a reward. Job satisfaction is aided by individuals seeing their part in the whole and identifying their own objective and growth with those of the company and its progress.

In short, company's ultimate goal of sustainable development, growth with wealth and profit maximization can surely be achieved through successful motivation of employees.

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