

INCREASING PRODUCTIVITY WITH MOTIVATION IN THE WORKPLACE

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ABSTRACT

The success of every organization is dependent upon the employee's work performance, loyalty, commitment etc. The best way to ensure employees commitment & loyalty is motivation. If employees are fully satisfied with their job and highly motivated then work performance efficiency & productivity level increase. According to Karen Oman, "Human beings are reciprocal. If you treat them well, they'll treat you well, and if you treat them bad, they'll treat you bad." Personal productivity is an ongoing process that heightens further as you acquire the right mindset and attitude necessary for a motivated work ethic. Motivation requires discovering and understanding employee drives and needs, since it originates within an individual. The objective of this study is to understand the importance of motivation in increasing personnel productivity, and shed light on factors of motivation which affected employees work performance, loyalty & commitment. The study concludes that the employees were highly motivated due to Intrinsic Motivation (Psychological Rewards). But Extrinsic Motivation (Tangible Reward) is also very important. Suggestions to increasing productivity and managing quality through effective motivation are also given particularly in the work place.

Keywords: Motivation, Productivity, Work Place, Performance Efficiency, Quality.

INTRODUCTION

Employee motivation is directly linked to employee commitment, personnel productivity & business profits, organisation is like a lovely shining car and their employees is a great engine but car (organization) is worthless without strong engine (employees). The best employees are always in high demand, and will change companies if they are not kept motivated at work, according to April, 2009, Article in Bloomberg Business week. Employers understand that they need to provide a work environment that creates motivation in people. But many employers fail to understand the significance of motivation in accomplishing their mission and vision. There are two basic way to motivate a employee. One is through extrinsic motivation or material satisfaction, and the other is through intrinsic motivation or providing intangible or psychological rewards for example: - say "Thank you", "Great Job", or "Well done" to show appreciate style for hard and good work.

Motivation levels within the workplace have a direct impact on employee productivity. Motivation and productivity are twin concepts in organization development. Motivation in the work place is obviously very important issue. Many researches proved that motivated employees are happier at work. They get more satisfaction from their work, low absenteeism, enhanced productivity, work with more enthusiasm, encourage discipline among the employees on the other hand unmotivated employees are likely to spread 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. Company could lose large amounts of money.

OBJECTIVES OF THE STUDY

- To understand the importance of motivation in increasing personnel productivity.
- Shed light on factors of motivation which affected employees work performance, loyalty & commitment.
- To understand the relationship between motivation and productivity.

RESEARCH QUESTIONS

1. Who is the best, Intrinsic motivation or Extrinsic motivation ?
2. Why cant's every employee perform at his or her best ?
3. Do fringe benefits motivate employees ?

LITERATURE REVIEW

There have been a lot of researches done on motivation Vs. productivity by many research scholars. From a literature review, more motivated employees are more productive, happier and stay with the organization long time. According to Thomas (2009) The main challenge of motivation in work place is identifying what motivates each individual employee taking into account his or her individual differences. There are two basic types of motivation : Intrinsic and Extrinsic motivation. Intrinsically motivate behaviours are seen when there is no other apparent reward except the activity itself (Deci, 1975). Extrinsically motivated behaviours are those where the controlling mechanism is easily seen (Deci, 1975). Maslow (Maslow, 1946) proposed a five level hierarchy of needs which he outlined as necessary for the achievement of a completely satisfied individual. Those needs are : Physiological, safety, love, esteem and self actualization, Frederick Herzberg studies on worker motivation in the 1950's. He developed the Two factor theory or Motivation-Hygiene theory of worker satisfaction and dissatisfaction. Hygiene factors such as salary, job security, working conditions, frienge benefits can prevent dissatisfactory but they do not motivate the worker. Found that motivators such as sense of achievement, recognition, responsibility, personal growth and advancement. The Hygiene theory helped to focus interest on the importance of the intrinsic aspects of the job and their ability to motivate workers. Llopis (2012) draws attention to the increasing relevance of the work life balance problem for modern employees and stresses its negative impact on the level of employee motivation & productivity.

METHODOLOGY OF THE STUDY

The research design is descriptive and the sources of information are primary and secondary both. Reliable and valid primary data obtained from different employees from different

organizations with the help of questionnaire by employing field survey method and secondary data was collected through the websites, journals, published research papers etc. using chart, (figures) graphs etc.

Motivation Vs. Productivity: In the Workplace

Motivation leads to productivity or is the reverse true that productivity leads to motivation. There is a positive and direct relationship between personnel productivity & employee productivity. Motivation and productivity are twin concepts in organizational development. Effective motivation increase the employee’s productivity, helps boost group morale, encourages discipline among the employees. They get more satisfaction from their work or job. Motivation plays an essential role to employee to be motivated in doing their task. The best way to ensure employee commitment and loyalty is to empower employees, to motivate them and involve them in making decisions of the day- to-day functioning of the organization. Effective motivation can be instrumental in increasing productivity. Motivation is the best cause to reach productivity as a favourable effect.

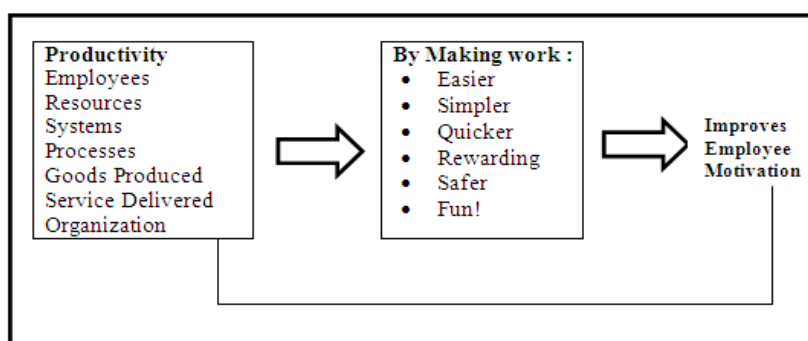


Figure 1. Conceptual Model [Relationship between productivity and employee Motivation]

WIN-LOSE Situation	<p>High Motivation/Low Productivity Collegial Based Lacks Focus Insufficient Sense of Urgency Change Resistant-Don't Rock the Boat Incompetence tolerated New Results oriented Sense of Connection</p>	<p>High Motivation/High Productivity Successful and fun Synchronicity, Flow Challenging Goals, Inspired Vision Risk Taking and Innovation Open Communication Continuous improvement and Learning</p>	WIN-WIN Situation
	<p>Low Motivation/Low Productivity Critical Atmosphere Over whelm No Fun Fear Based Fire fighting Turf Protection One step forward-two step back Lack Trust</p>	<p>Low Motivation/High Productivity Focus in Efficient Just Do it!! Bottom line focus Retention problems, Turnover, Burnout Guarded Clear Objectives Driven Competitive</p>	
LOSE-LOSE Situation			LOSE-WIN Situation

Figure 2. Four Alternative Consequences in Motivation Vs. Productivity

Motivational Factors

Table 1. Major Motivational Factors Which motivated employees & Increasing employee productivity

Motivational Factors	Points given by respondents in terms of priority, attention & liking (Max. Points 10)										Total Remarks by All the respondents
	Respondents										
	A	B	C	D	E	F	G	H	I	J	
Good working environment	5	5	7	5	8	7	6	5	7	8	63
Fringe Benefits	2	4	3	5	4	3	5	2	4	2	34
Self Satisfaction	9	9	8	8	10	8	8	8	8	10	86
Retirements Plan	3	4	4	4	5	4	7	7	6	8	52
High Salary	5	5	6	6	7	7	7	6	6	8	63
Promotion	5	6	6	7	6	6	5	5	6	8	60
Performance Rewards	7	6	7	7	8	7	7	5	7	9	70
Job Security	7	7	8	7	8	8	7	7	7	9	75
Personal Growth & Advancement	7	7	8	6	9	8	8	7	8	9	77
Recognition	8	8	8	8	10	10	8	8	8	10	86

Source: Primary Data (Field Survey)

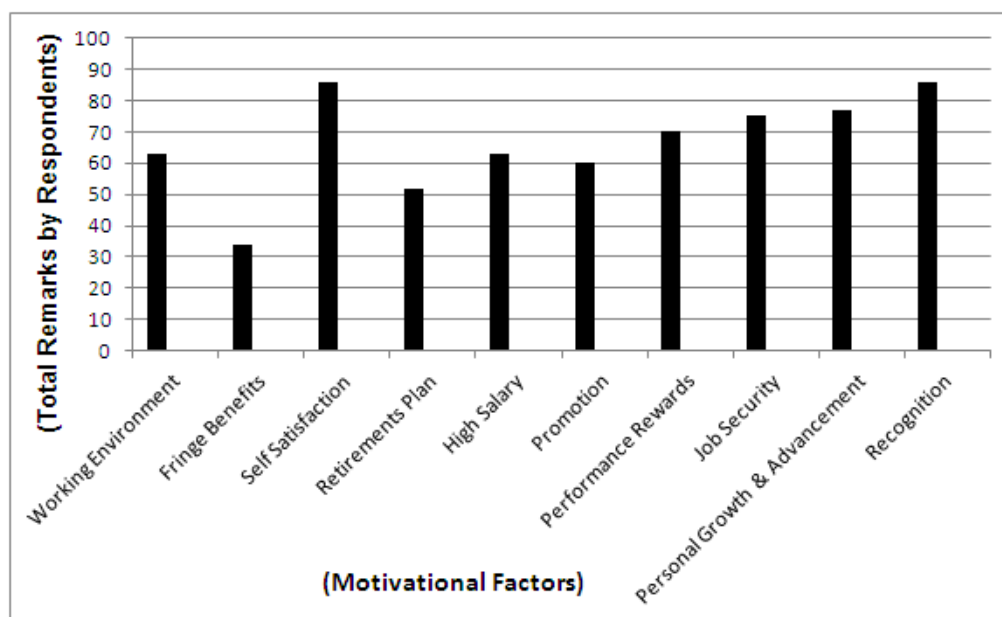


Figure 3. Factors which motivate employees at work

Interpretation

Table No. 1 depicts the motivational factors which motivated employees & increasing employee productivity. Required data have been collected with the help of questionnaire by employing field survey method. Respondents are the employees in different organizations. This vertical bar graph clearly shows that the employees were highly motivated due to intrinsic motivational factors, but extrinsic motivational factors is also in a priority.

FINDINGS AND SUGGESTIONS

The major findings of this Manuscript are as follows:

- Employee motivation is directly linked to employee commitment, personnel productivity & business profits.
- Motivation levels within the workplace have a direct impact on employee productivity.
- Most employees need motivation to feel good about their jobs and perform optimally.
- Unmotivated employees are likely to spread little or no effort in their job.
- The employees were highly motivated due to intrinsic motivational factors like : Recognition, self-satisfaction, etc.

Suggestions for increasing personnel productivity through motivation are depicted below:

- Consistently provide career advancement & development opportunities of employees.
- Paying performance related bonuses and financial incentives or rewards.
- Run employees personalize recognition programs, such as: Gift vouchers, tickets to a concert.
- Given more responsibility and make all employees feel their jobs are important.

CONCLUSION

Human beings are reciprocal. If you treat them well, they'll treat you well and if you treat them bad, they'll treat you bad (According to Karen Oman). Most researches proved that, there is a positive relationship between motivation and productivity. More motivated employees are more productive, more loyal and more committed. If employees got opportunities for self-actualization then they are likely to remain with the organization and the company image is consequently improved and enhanced. The employees were positively affected by toward higher productivity with the provision of job security, salary fixation, reward for good work, recognition etc. It is suggested that in order to motivate employees, a specially trailored compensation plan would be more effective. Well perceived fringe benefits make the employee more loyal & committed. The manager must understand the nature of employee behaviour and how best to motivate them so that they work willingly and effectively.

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