

Impact of Motivation on Employee Satisfaction and the Quality of Performance in Organization

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Abstract – Research work related to motivation attracted both academic and corporate world over the last two decades or more. In the present study, the authors have intensely reviewed all possible aspects of motivation and their respective impacts in varied motivation techniques. In this part of the literature review, the authors have examined the multidimensionality of motivation from the existing literature and represented a conceptual structure on the basis of this review. It is observed that multifarious motivation techniques (as discussed in this study) are possessing positive impacts on both the quality of performance and employee satisfaction level. However, it is necessary to validate the model with the help of quantitative measures. For studying various issues especially highlighted in this research paper related to employee motivation, different bodies of literature have been taken as reference. The authors have also examined the relevance of the bodies of literature under the current circumstance; they have taken only those studies that have been done during the past two years. In the previous research observations, just a few dimensions of motivation were taken into consideration to explain various models related to motivation theories and most of these studies considered only those aspects of motivation that has shown direct impact on employee motivation. The uniqueness of this research work lies in its theoretical construct where the authors have tried to develop a conceptual framework that has been possessing direct and indirect influences on employee motivation.

Keywords: Motivation, Employee Performance, Organizational Performance, Motivation Techniques

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1. INTRODUCTION

Motivation as a phenomenon is often determined and influenced by the dominant thoughts that are running within the internalized drives [1]. Motivation is a phenomenon that is directly related to the performances of individual employees that sums to make the organizational performance and also has an immense influence on the working skills and standards of individual employees that helps them to improve their efficiency and output like never before. Organizations are directly dependent on their employees and are often as good as their workforce. It is the employees of the company that finally enables a company to attain their final goals. Panagiotakopolous (2013) has offered that even when financial gains and rewards are minimum, factors of motivation can improve employee performance to a great extent [2]. Hence management personals have an eminent responsibility of keeping their employees motivated and focused, so that the employees can deliver as per the expectations of the company. Dysvik and Kuvass (2010) have pointed out that intrinsic motivation can also have a strong positive influence on the index of turnover intentions [3]. The

organization must ensure that employees have all the resources that they require and the right platforms to use them. Kuo (2013) has pointed out that organizations that can combine the elements of motivation and the strengths of the employee for meeting the external changes, challenges and demands will see success and sustenance [4]. The current paper makes an analysis of the various techniques of motivation and the way they can be used to enhance the employee performance. According to the perspective of an organization, the managers must understand the flow in which motivation will work best for the employees of the company. This helps them to create an organizational culture that will enable the employees to work better. Barney and Stevan Elias (2010) opined that extrinsic motivation also influences the interaction between flex time, job stress and that of the country in the background. For ages, leaders have agreed that successful and productive business has a positive organizational culture at its nucleus which works for the company and its people, who passionately work and collaborate to give great results [5]. The literature

within its body deals with different theories of motivation but only few dimensions.

2. LITERATURE REVIEW

In a dynamic and complex environment, the leaders of a business organization strive at creating a work environment where the employees must feel empowered and trusted and can take their own decisions. This increases their motivation level and finally leads to an improvement in their performance and as a result an enhancement of the organizational operations as well. Smith and Rupp (2003) have said that employee performance is a concoction of organizational strategy, motivation for the employees, ways to meet resistance to change. Luthans and Stajkovic (1999) have opined that improvement of employees can be done through financial incentives, different rewards and modification in organizational behavior has led to a generation of the difference of opinion [8]. Orpen (1997) has talked about a better relationship between the mentees and their mentors in different mentoring programs, where mentees are motivated to give their best output for their organization [9]. Malina and Selto (2001) has offered using the balance score card method that organizational performances can be improved to a great extent with better motivation for the employees [10]. Chenhall (2005) has offered that goal-directed behavior can always improve organizational performance [11]. Kunz and Pfaff (2002) have also reiterated a similar point in their arguments [12]. Deone and Bruggeman (2006) have also drawn a relationship between organizational performance, motivation and a strategic alignment using the method of the balanced scorecard [13]. Leaders in their approach always encourage their team members to have a participative role where the aspect of team spirit is fostered and the employees also get into the habit of taking up joint responsibility. Aguinis et al (2013) in his work has stated that monetary rewards can be a huge motivation for the employees that can improve their performance level to a great extent [14]. Garg and Rastogi (2006) in their work has pointed out that job designs and responsibility natures can play a large role in motivating employees and getting the best out of them [15]. This is where the ability of the managers comes into a prominent play. Vuori and Okkonen (2012) have said that motivation also leads to sharing of knowledge that can be done through an intro organizational social media that can help the organization to reach its goals [16]. Den and Berburg (20014) have explained that human resource management styles have a very positive influence on overall organizational performances [17]. Ashmos and Duchon (2000) have further explained that employees often have more than just a hunger to prove themselves [18]. They have a spirit and a kind with which they assess the work that they are doing. This is where they aspire to do a good job that will be a benefit for the community as a whole. Hence to

make their jobs worthwhile from this point of view can be a great motivation for them.

3. METHODOLOGY

The main aim of this writing is to highlight the different flows of motivational techniques and also reveal the fact that motivational techniques can be effective in different stages of life. This writing provides helpful information for a managerial role that can be used for motivating the employees of a company. The dimensions are made fit into a model that can benefit the organization to enhance the performance of its employees; however, the model needs to validate through a case study or quantitative study. The various arguments and theories as mentioned within the article have been taken up from different journals.

4. DIMENSIONS OF MOTIVATION

A. Training

In this case, training will indicate at a systematic build-up of the command, skills and the concepts of the different mindsets that can enhance performance [19]. Baldwin et al (1991) have explained that employees who happen to attend a training program with a greater willingness and eagerness and motivation to learn, always emerges with greater advantages as compared to people who have a lower pre-training motivation [20]. The former always happens to learn more and benefit more out of the training programs. Commeiras et al (2013) have pointed out that traineeship is growing as a practice in business [21]. This helps to increase the gamut of knowledge of the employees and get proper expertise for their core work.

Training work to improve the skills of the employees and also motivate them so that they can attain their own personal goals and also the aims and the visions of the company as a whole. Often both this goals amalgamate into a single form. Companies in today's competitive world aim at attaining a competitive advantage over their competitors and rivals. This can be done only when they have a complete contribution and cooperation from their employees and the workforce. This is the main reason why managements happen to motivate their employees through different measures.

B. Monetary incentives

Park (2010) has stated that financial incentives and rewards happen to play a very important role in increasing the enthusiasm of the employees towards theory duties and role in the company [22]. Monetary enhancements help an employee discern his or her growth easily. Beretti et al (2013) have

said that monetary enhancements have helped to develop the interest of the employees and help them to perform better [23]. It has been seen that it is one of the most important factors that improve job satisfaction amongst employees. It also improves their attitude and behavior and their attitude towards the organization.

C. Job transfer

Aizizi and Liang (2013) have said that flexibility amongst the employees can be attained through cross-training and also by the practice of job rotation [24]. Eguchi (20014) similarly has opined that job rotation can help prevent employees from creating their circles of influences within certain sections of the company [25]. Asensio-Cuesta et al. (2012) have said that job motivation is a practice that can give benefits to both the employees and also the management as a whole [26]. It can help prevent musculoskeletal disorders and can remove fatigue. It can also boost job satisfaction and morale amongst the employees. Job rotation is a practice that increases skills amongst the employees and also broadens the outlook of the employees. It helps to remove monotony and dullness that can occur in the same pattern of work and operational schedules. This practice helps an employee to; learn about the various aspects and facets of the company.

D. Job satisfaction

Parvin and Kabir (2011) in their study have analyzed the various factors that affect job satisfaction [27]. The study was done on the employees of some pharmaceutical company. Here the scholars pointed out that job satisfaction happens to be how happy an employee was with their job role and was not exactly similar to job motivation. However, both these factors happen to be quite intricately related. Pantouvakis and Bouranta (2013) said that job satisfaction was the outcome of certain physical aspects and was an antecedent of interactive features [28]. Wickramasinghe (2009) said that the elements of the tenure served in a company and the gender of the employee did happen to affect the aspect of job satisfaction [29]. Good working environment and conditions can be two aspects that can provide employees of a company with job satisfaction which will obviously improve their performance as a whole.

E. Promotion

Garcia et al (2012) identified in their study that the perceptions of organizational justice and that a promotion can play a vital role in increasing or decreasing the job satisfaction level of the employees [30]. Koch and Nafziger (2012) said that most employees aspire for a promotion. In order to get this promotion they often work very hard so that they can tide over there in competencies and provide the expected results to their organizations. Hence providing promotions at regular intervals is one of the

best ways that employees can be motivated effectively so that they can provide their best performances for the company.

F. Achievement

Hunter et al (2012) said that achievement for employees can act as one of the best forms of motivation for the employees of the company [31]. Satyawadi Ghosh (2012) has clearly explained that achievements are one of the most effective forces of motivation that can help an employee to exceed his or her current level or standard of performance and do something even better in the coming times [32]. This is why evaluation and praises from the higher managers of the company always act as a great motivation for the employees of the company.

G. Working conditions

Jung and Kim (2012) had opined that good working conditions and environment can help an employee to do well and to give a better performance for the benefit of the company [33]. This is how the employees can grow and so can the company. Cheng et al (2013) said that the relationship between age, health and psychosocial framework is also vital in this context [34]. The physical and the immediate framework of the employees happen to be really important. This is how the employees can be motivated to do a better job over and over again. This is why the management of the company must try to provide their employees with a proper working condition. The adverse physical working environment can de-motivate an employee. They will make them feel poorly about their company and their profile. This will negatively affect their performance negatively.

H. Proficient steadiness

As indicated by Yamamoto (2013) if a delegate sees they will get compensated for good work and their action is a confirmed one, the display will normally be better [35]. In this way, Zhang and Wu (2004) exhibited that with Job security, a delegate gets beyond any doubt with the future employment and they put their most undertakings to achieve the goals of the affiliation [36]. So we can say work satisfaction is the most convincing contraption of motivation and put the agent far from mental strain and he gives his best to the relationship, finally it prompts advantage help.

I. Affirmation

As demonstrated by Candi et al (2013), a creating affirmation of the odds of progression is through experience sorting out [37]. Mahazril et al (2012) surmised that prizes and affirmation and correspondence may energize them to work [38]. Affirmation updates the component of effectiveness and execution at occupation whether it is a first

time execution or a reiterated action at the picked type of work in a dynamic way and finally reinforces the lead of delegate.

J. Social possibilities

Harvey (2013) indicated that employees are actually a part of a greater social group or team. Most of the employees want their contributions to be recognized, acknowledged, and appreciated. Organizations need to be more innovative and think beyond the traditional economic benefits. Today, employees need incentive related to career opportunities and social recognition. According to Kingira and Mescib (2010) employees are motivated when they are given various social opportunities [39]. Hence, a social opportunity can be used to boost the motivational levels and ultimately it helps the employees in achieving goals and progress by grabbing career opportunities. The objectives of the organizations are also achieved in a similar manner.

Figure 1 demonstrates how motivation works in different phases of life. The motivation element plays a crucial role in enhancing the performance of the employees in different stages of life. In both the developing and developed countries across the globe the phenomenon of population aging is quite obvious. Hence, the performance of workers in their later career stage is quite low that the standard set or expected. The life stage model of Levinson (1986) points out that adult life passes through a number of stages as far as their professional career is concerned. These stages are early, middle, and late career stages. These stages are again divided into a number of sub-stages and linked to various aspects of career development. This is comparable to the career stage model of Super (1984) [40].

In this context, we have assumed the early career stage between 20 and 40; middle career stage between 40 to 54; and, late-career stage 55 and above. In the early stage and middle stage of life, money is important to goal setting. So, incentives in different forms make the employees highly motivated at these stages.

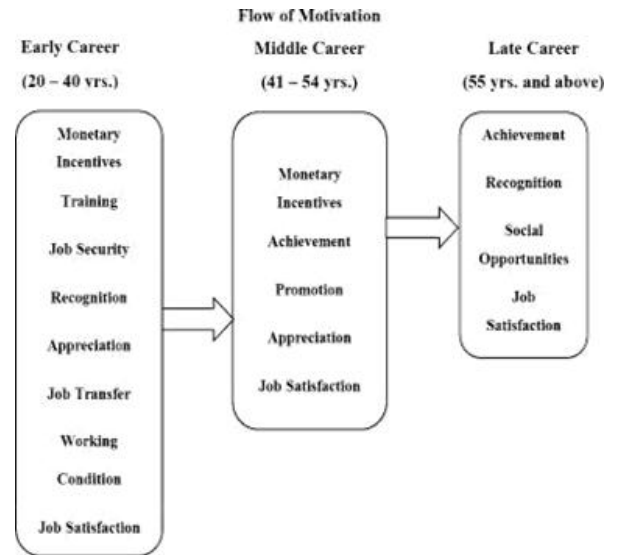


Figure 1: Flow of motivation

A goal helps an individual set their career goals at different stages of working life. It also helps an individual to plan beforehand how much effort is required, what kinds of efforts are required, and how long to exert the effort. Younger employees generally show a propensity to higher and immediate benefits and compensations like paternity or maternity benefits, medical benefits, etc. At middle age, employees mostly prefer stock options or retirement plans of their companies. Wiley (1997) said that irrespective of age or career stage, every employee is interested in monetary compensation.

Figure 2 explains how different dimensions of motivation influence individual and organizational performances. In the modern competitive business environment, organizations have been working harder to keep their respective workforce integrated so that coordination among employees remains strong and employee productivity remains high. Motivation develops a number of positive impacts. The impacts enhance individual responsiveness towards work. As employees show a higher positive attitude towards work and organizational goals, service to customers become better than before and the organization gets hundreds and thousands of loyal customers.

If we discuss the motivation dimension that helps to improve organizational performance, training is one aspect that enhances the efficiency, skills, and knowledge of employees for accomplishing their responsibilities as per the plan and direction of the immediate superiors. At the early stage of career, employees are particularly interested in training and development, work environment, and organizational goals. This is the stage when the employees are also interested in understanding the operational process and all updates related to technologies used in the organization. The employees are given regular training for the use of

new equipment and operational procedures. Training updates the knowledge and skills of the employees. Managers think older workers are less flexible, less willing to learn new skills, and don't show much interest in joining training and development programs. So, companies invest less in the training and development of older employees. Older employees are found to be less self-confident which is mainly due to poor knowledge of the new technologies and poor knowledge on the changing business scenario [42].

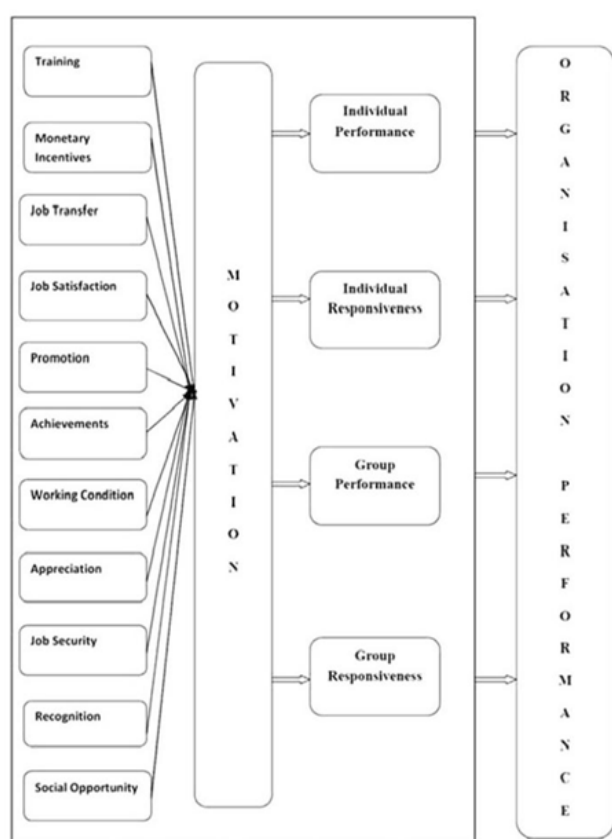


Figure 2: Theoretical create of research estimations

A secure job profile can make a staff dutiful towards his or her work. From definition perspective, job security is an assurance that a staff or worker acquires to continue advantages as a part of their job. For people of young age, in the middle of various professional stages of work life, job affirmation is needed as it comes from the contractual subjects of a job, labor law resulting in the inhibition of random ending of a job, layoffs as well as lockouts. Similarly, Pravin and Kabir (2011) mentioned that in case of the pharmaceutical organization staffs, secured jobs are neither satisfactory nor dissatisfactory things, so may impact the contentment with the job in this sector [43]. Assured and secure job is analyzed from different hypothetical ideas and viewpoints, and that includes the motivational aspects in association with work.

Staff identification is needed for fulfilling the innate requirement to pat the back of staffs and give

validation to their contributions in the company. When it comes to the most significant method to aspire the staff in his beginning and further mature periods of work, is identifying positivity in their behavioral aspects so that their desirable aspects to cater the need of organization's accomplishments will be fulfilled. Identification is important for a better and efficient work culture as staffs need to be appreciated and respected for their works. Therefore, identification of staffs with respect to their good performance is an effective idea for the higher authority, team work group, as well as other staffs by means of official or formal as well as informal modes of interaction. Staff identification demands dynamicity in the communicative approach so that the performance of the workers can be improved and it leads to the enhanced performance of the organization.

To run a company or association and harbor good results, appreciation of the staffs is essential as it can make them motivated and aspired to give their best and remain obedient to their companies. When a staff starts his or her journey in a company and when reaches the middle stage of the profession, he or she needs to be valued the most by his or her senior. There are several tools by which a staff can be valued, be it an appreciation mail to thank them or making a system of *employee-of-the-month*. Such ways demand less time and cost as well.

When a staff shifts to somewhere else or feels to change the profession, he or she can remain associated with the company. It introduces positivity in the mind of a fresher while being a first-timer in a new atmosphere during the beginning. Staffs can take the scope to acquire new techniques, skills as well as ideas. With time, staffs become intimate part of the company and other staffs. A healthy and positive relationship between staffs and seniors can enhance the quality and quantity of work.

During the beginning, a staff asks for a good work culture and ambience that satisfies the rules and regulations of the job. It covers the remuneration of the staffs, working structure, functions, training and skill development, as well as facilities, employability, climate of the work, wellness security and a proper work life balance. All these aspects are vital as they aspire the staffs to work harder and fetch aims and targets of the companies. Altered and degraded functional situations alongside other aspects in association with the job may produce negative implications.

Williams et al (2003) put forth an argument that the contentment with the work is vital to build a healthy relation among workers and seniors, to regulate the time off, ensure sufficient resources as well as harbor an autonomous environment in a company [44]. The three periods of a professional tenure, the beginning, middle and the later stages of the job

must have satisfactory aspects so that a staff can give his best in return of the contentment he gets from the work. Physical as well as cognitive satisfaction is vital in this regard. A satisfied staff can be an asset to meet the organizational goals. Job saying is defined as the pleasure while performing a work and getting appreciation in return. It's the core aspect that results in identification, payment, promotion and improvement as well as accomplishment of other targets from organizational perspective [45].

When staffs reach the middle term and approaches to the end of their professional life, they get a scope to show their accomplishments proudly. Mere livelihood is not only the aim of the staff; he wants to make a life out of his job. It boosts the increased ownership at the job. For involving the staffs with full heart, both tangible (such as payments) and intangible advantages (getting skilled and knowledgeable) alongside other aspects hold significance. Mehta et al (2000) stated that there are four types of validation in a high-ranking sales administrator/manager at his or her later professional tenure with an average of more than 6.0 [46]. These are accomplishments of market aims; retain the value and faith of the sales people, scopes to promote as well as incentives and bonus. When an aspired, skilled and honest staff reaches his or her middle of the professional, he or she becomes a valuable resource for a company. Higher performance to motivate and cater into the company accomplishments can be reused by them. They make the work culture healthy and professional at the same time. Promotion has been a great demand and need for all staffs in return of their dedicated service for the company. Promotion helps to raise the hierarchical position as well as duties, value, image, alongside higher payments and other aspects. It boosts one's own growth and one interested in the work as well as reduces the dissatisfaction.

During the later professional tenure of a job, the social scopes of staffs to be engaged in harboring the major duties of the company is vital. The positive and motivational environment can curb the burden of work. In this way, the company can enhance the efficiency by uplifting the quality of performance, and it also helps in attracting top notch staffs to maintain and increase development as compared to rivals. It shows the plus points of maintaining a good work culture and advantages of having competent staffs.

5. CONCLUSION

Motivation acts like a catalyst to increase the performance of staffs and fulfill the goals in a better technique. This research work recognizes the major aspiring tools from prevalent literature and connects them to organizational performance. Such tools have already been accepted as vital official work for improving the staff aspiration, performance and for

delivering the management with sufficient controlling measures so that motives of the company can be achieved. The researchers used motivational tools from early to later professional stages to conclude an inference. With proper motivational tools, staffs can be highly boosted and give a healthy influence to the personal as well as organizational performance. When maximum aspects in association with motivation are fulfilled, such as training, bonus and other allowances, working environment and promotional scopes, the endeavors will be successful. Such inference is drawn on the basis of previous scholars' motivational tools. For that, a company should acquire a baseline because without it, the motivation cannot be achieved. The research has been successful in terms of the internal as well as external motivational factors to grow the performance level of the company.

As far as the shortcomings are concerned, the suggested structure is built as per the literature review, therefore it must be confirmed with the help of quantitative techniques. This structure has not been used in any particular sector because of its generalization aspect. However, elaborate literature review has been done with all the aspects of motivation and employee performance. But in order to make a baseline, whether all these factors are useful or not, cannot be assured. So, a conflict regarding the motivational aspects is there when it comes to creating a strong baseline that is essential for motivation and motivators.

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