

A critical analysis of the Literature on Motivation

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Abstract - Over the past two decades, academic institutions and major corporations have invested in studies of motivation. The authors of this research have conducted a comprehensive literature analysis to identify all facets of motivation that may have an indirect or direct impact on motivational strategies. Employee happiness and the quality of work output are thought to have benefited by the use of the various motivating approaches outlined in this research, but the model needs to be confirmed via quantitative assessments. This article reviewed the literature on motivation and proposed a theoretical framework that takes into account its many dimensions. Large amounts of research, mostly from a variety of periodicals, have been merged to explore the numerous concerns brought up in this work relating to employee motivation. Only papers published in the recent two decades were considered in order to keep the study as up-to-date as possible. Existing academic literature only uses a small subset of motivation's many aspects to describe the many models of motivation theory and their effects on workers' motivation. A key innovation of this research is its theoretical underpinnings; the authors have attempted to develop a construct with aspects that have direct or indirect effects on workers' motivation.

Keywords - Motivation Employee performance, Corporate implementation, Inspiration strategies

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INTRODUCTION

All people have the potential to be motivated by their own internal drives toward the prevailing viewpoint (DR N. Bhaskara rao MBA, PHD. Principal Sri Indu Institute of Management Ibrahimpatnam Hyderabad 2021). Workers' levels of motivation are strongly correlated with their job output, and as such, motivation serves as a catalyst for all employees in a company to perform at higher levels than is typical. People are what make organisations function, and everyone has a role to play in bringing about the organization's ultimate aim. In a time when financial incentives are at a minimum, Panagiotakopoulos (2019) found that variables impacting employee motivation led to increased productivity. Therefore, it is the duty of management staff to inspire their workforce to perform up to par with expectations.

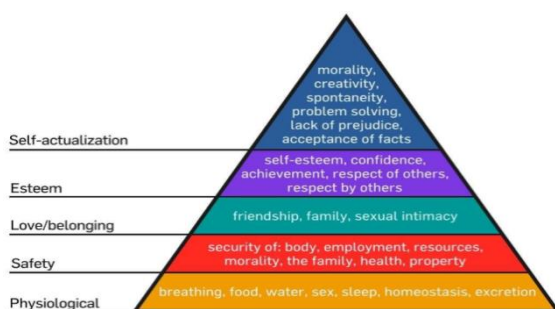
Dysvik and Kuvaas found that employees who lacked intrinsic motivation benefited most from the correlation between mastery-approach goals and desire to leave their current jobs (2020). Organizations should just provide their employees with enough resources and a conducive working environment. Kuo (2013) argues that in order to demonstrate its worth, a company must draw on the skills and enthusiasm of its people and swiftly adapt to the needs of its external environment. In this study, we draw on a range of motivational

strategies from the current literature and show how they may be used to boost the morale of workers of all ages, from the youngest to the most senior. Managers, from the company's point of view, should be aware of the dynamics of motivation since it allows them to foster an environment where workers are perpetually inspired to achieve better. When it comes to extrinsic motivation, Barney and Steven Elias (2010) discovered a substantial connection between work stress, flexible scheduling, and country of residency. Successful businesses have leaders who foster an environment where employees feel valued and where they can work together with a sense of purpose to achieve common goals (Gignac and Palmer 2011). Researchers use a number of models based on theories of motivation, but these models often account for just a small subset of the many characteristics of motivation that exist.

REVIEW OF LITERATURE

Leaders may have a major influence on employee engagement and the bottom line by creating a culture where people feel trusted and empowered to make decisions inside the firm, even in a complex and changing environment. Smith and (Dr Naveen Prasadula Department of Business Management Osmania University 2020) claim that an individual's motivation is a factor in his or her performance, while

the strategy, “structure, and resistance to change inside an organisation play an empirical role in deciding whether or not workers are motivated”. There has been much discussion on how to increase human resource and sales performance via monetary incentives, recognition programmes, and other types of financial compensation, as Luthans and Stajkovic (1999) concluded. According to Orpen, mentees' willingness to work hard and devotion to their company are positively correlated “with the strength of the relationship between mentors and mentees in a structured mentoring programme (1997). Positive motivation was also shown to improve organisational outcomes in a case study conducted by Malina and Selto (2001) using the balance score card (BSC) method in a business setting. Using operations-based goals to evaluate actual performance has the potential to enhance strategic feedback. Organizational performance is expected to improve as a consequence of deliberate, goal-directed efforts and strategic feedback (Chenhall 2005). According to Kunz and Pfaff, there is no evidence that extrinsic rewards decrease intrinsic motivation (2002). After discovering that strategic alignment empowers and motivates working executives, Decoene and Bruggeman (2006) constructed and presented a model of the link between strategic alignment, motivation, and organisational performance in a BSC scenario”. Teams those are able to accomplish their objectives as a whole do so by using a participatory work design in which everyone has a say and is held to account for their actions. Financial incentives have been proved to have a positive effect on staff motivation and production, which in turn benefits the firm's bottom line (Dr Naveen Prasadula Department of Business Management Osmania University 2021). Challenges have been identified in job design research and practise, and Garg and Rastogi (2006) argue that a dynamic management learning framework is needed to improve worker performance so that organisations can address global concerns. According to Vuori and Okkonen (2012), sharing knowledge inside an organisation through a social media platform is beneficial to the company's overall mission. Den & Verbarg discovered that people's opinions of a firm were affected by the organization's high-performing work processes, often known as human resource practises (2004). Ashmos and Duchon (2000) argue that people in the workforce have a spiritual side that seeks meaning and community via their employment.



METHODOLOGY

The fundamental reason for writing this analysis is to shed light on the ebb and flow of motivation and to expose which motivational strategy is more effective at various ages. The findings of this research have important management implications for boosting morale in the workplace. Organizations may improve their performance by using the dimensions in a model, but this model has to be validated by a case study or quantitative research. This research explores a wide range of literature, mostly published in academic publications, to examine the many difficulties linked to employee motivation that are addressed here. Once problems have been discovered, they may be utilised as search terms to find solutions in the existing literature. Only research from the previous two decades is used, with a focus on the last decade, to provide the most up-to-date results possible. Articles and reviews on motivation published during the last 20 years are included in Table 1. (Table 2).

SCOPE OF MOTIVATION

Training

Training is defined as "the methodical accumulation of skills, command, ideas, or mentality leading to increase performance." according to (Lazazzara and Bombelli, 2011). In a corporate setting, "context training" is the process of imparting relevant information and skills to personnel. and the abilities to better match both the job and the business. Employees are more likely to strive toward the organization's and their own shared goals after receiving training that teaches them new skills and improves their existing ones. Management is under pressure to find new ways to encourage its staff in order to get a competitive advantage in today's global marketplace.



Fiscal inducements

According to Park (2010), monetary incentive assists an employee in acknowledgement of performance, works as a spur for increased effort, and instils fervour and excitement toward work. In a similar vein, Beretti et al. (2013) highlighted how monetary incentives are utilised to create a motivating work atmosphere and sustain a constant level of employee enthusiasm for their work. Employees are more committed to their work when they are financially rewarded, and this in turn improves their performance and their overall sense of job satisfaction. Furthermore, managers are able to

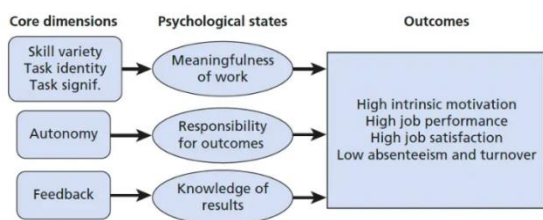
influence their subordinates' attitudes and behaviours toward their work as a result.

Job transfer

According to Azizi and Liang's (2013) research, job rotation and cross-training both contribute to a more flexible workforce. Similarly, Eguchi (2004) found that employees are less likely to engage in influence operations for private benefit when they are offered a change of employment. Asensio- Cuesta et al. (2012) concluded that job rotation reduces the risk of musculoskeletal problems, eliminates burnout, and boosts employee and management satisfaction and morale. Therefore, employees who are able to switch jobs often benefit from the exposure to new experiences and perspectives that come with doing so. It prevents the boredom that comes from doing the same tasks over and over again, and it makes technology work easier by teaching workers how to adapt to a variety of situations at a variety of organisational levels.

Job satisfaction

Job satisfaction is defined by researchers Parvin and Kabir (2011) as "the degree to which an individual is pleased with his or her job," and is differentiated from "motivation" only by the fact that the two are inextricably linked. They conducted their research on pharmaceutical companies by testing various factors that affect job satisfaction. Job satisfaction was shown to be both a result of and a precursor of interactive features by Pantouvakis and Bouranta (2013). In this case, it is reasonable to conclude that employees are more content when their efforts provide results that match or surpass their expectations. Workers are more likely to put forth their best effort if they are happy with their surroundings and the circumstances in which they are required to do their jobs.



Promotion

According to research by Garc'a et al. (2012), employees' feelings of fairness and contentment in their jobs are influenced by their perspectives about the organization's promotion system.

Accomplishment

Workers are more driven by autonomy and success, as stated by Satyawadi and Ghosh (2012). An achievement-motivated worker wants to succeed, so they set objectives that are both attainable and demanding, and work toward improving their performance and the company's bottom line. High-

ranking managers in the business should provide regular updates on progress and accomplishments to help employees feel valued and appreciated.

Occupied circumstances

This will encourage workers to do their best, which in turn should boost productivity. Similar findings were reached by Cheng et al. (2020) who indicated that age moderated the relationships between psychosocial job conditions and health.

Appreciation

According to research by Mahazril et al. (2012), firms should show their appreciation for their employees on a regular basis and provide perks like financial compensation in order to keep them engaged in their work. Additionally, "workers offering immaterial incentives (appreciation, respect, etc.) as much as materiel rewards with functioning department" demonstrates that employees do not agree with this behavioural assertion. This finding suggests that workers in various departments are free to express their divergent views to varying degrees.

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