A STUDY ON PSYCHOLOGICAL THEORIES OF MOTIVATION FOR INCREASING PRODUCTIVITY IN AN ORGANISATION AND ITS EFFECTIVENESS ON MANAGEMENT

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Abstract—*The current state of motivation theory is reviewed. Emphasis is placed on the internal, unobservable aspects of motivation and the distinction between motivation and behavior and performance. Major theories of motivation concerned with the arousal and choice of behavior are examined, problems of implementation are discussed, and directions for future research are suggested. They include study of the circumstances under which any given motivational theory is most effective. The long-run objective should be a contingency type model of motivation.*

Keywords—*Decision Making, Motivation, Organization Effectiveness, Performance, Theories of Motivation.*

INTRODUCTION

In organizations, motivating people is a highly researched subject as it contributes to both the quality of working life and the productivity of the organization. Consequently, it is extremely important for managers to perform a vital role of identifying what motivates an individual, create an environment to positively support and meet the needs of employees. The present study is an attempt to find out the applications of certain motivational theories and also the major factors that motivate employees.

Motivation

Every organisation is concerned with what should be done to achieve sustained high levels of performance through its workforce. This means giving close attention to how individuals can best be motivated through means such as incentives, rewards, leadership etc. and the organisation context within which they carry out the work. The study of motivation is concerned basically with why people behave in a certain way. In general, it can be described as the direction and persistence of action. It is concerned with why people choose a particular course of action in preference to others, and why they continue with chosen action, often over a long period, and in the face of difficulties and problems. Motivation can therefore be said to be at the heart of how innovative and productive things get done within an organisation. It has been established that motivation is concerned with the factors that influence people to behave in certain ways.

Arnold (the behavioral scientist) established three components of motivation namely:

1. Direction: what the person is trying to do

2. Effort: how hard a person is trying

3. Persistence: how long a person keeps on trying.

Characteristics of motivation:

Mitchell identified four common characteristics which underlie the definition of motivation namely:

Motivation is typified as an individual phenomenon: Every person is unique and all the major theories of motivation allow for this uniqueness to be demonstrated in one way or the other.

Motivation is usually intentional: Motivation is assumed to be under the control of the workers 2ehavior that are influenced by motivation, such as effort expended, are seen as choices of action.

Motivation is multifaceted: - The two factors of greatest importance are:

1. What get people activated.

2. The force of an individual to engage in desired behavior.

The purpose of motivational theories is to predict behavior: Motivation is not the behaviour itself, and it is not performance. Motivation concerns action, and the internal and external forces which influence a person's choice of action.

Theories of motivation:

Basic motivational model:

Motivation is the result of the interaction of the person's internalized needs and external influence that determine behavior.

Enlightened managers have discovered that motivation is not something that is done to a person.

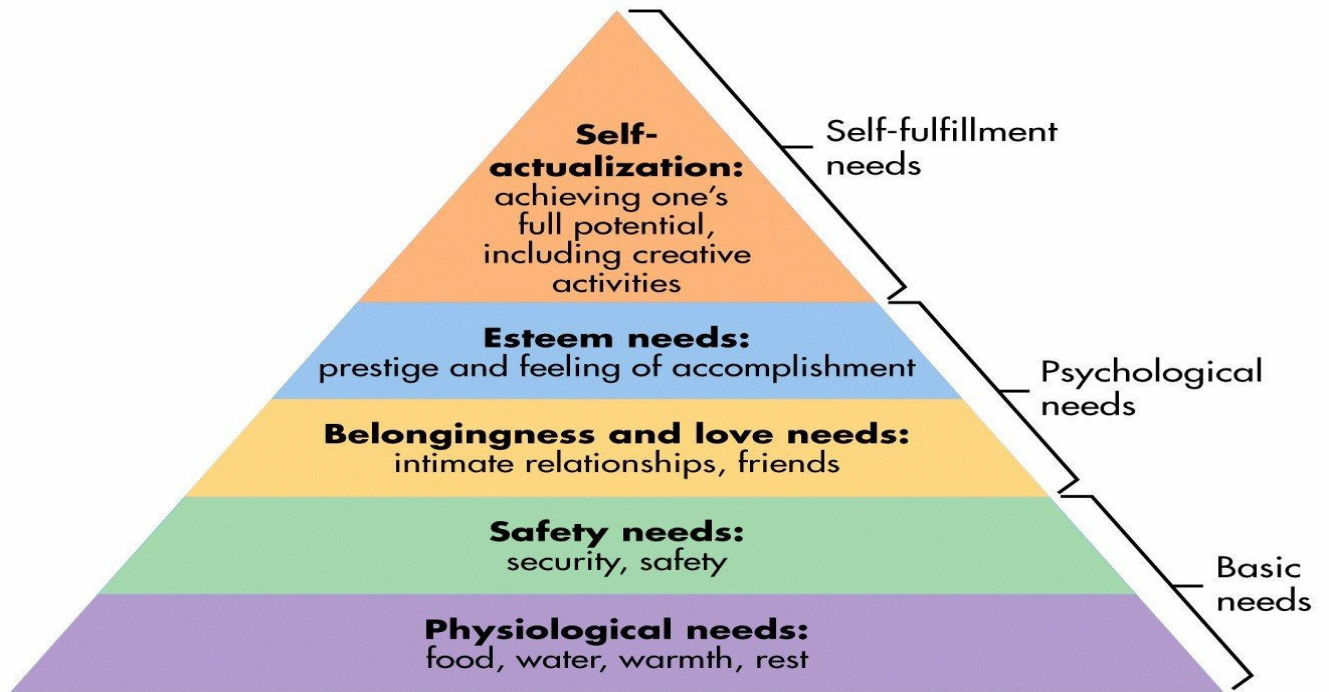It results from a combination of factor, including:

- Individuals' needs.
- Ability to make choices.
- An environment that provides the opportunity to satisfy those needs.

Some of the most important theories of motivation are as follows: 1. Maslow's Need Hierarchy Theory 2. Herzberg's Motivation Hygiene Theory 3. McClelland's Need Theory.

MASLOW'S NEED HIERARCHY THEORY:

It is probably safe to say that the most well-known theory of motivation is Maslow's need hierarchy theory Maslow's theory is based on the human needs. Drawing chiefly on his clinical experience, he classified all human needs into a hierarchical manner from the lower to the higher order.

In essence, he believed that once a given level of need is satisfied, it no longer serves to motivate man. Then, the next higher level of need has to be activated in order to motivate the man. Maslow identified five levels in his need hierarchy

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These are now discussed one by one:

1. Physiological Needs:

These needs are basic to human life and, hence, include food, clothing, shelter, air, water and necessities of life. These needs relate to the survival and maintenance of human life.

2. Safety Needs:

After satisfying the physiological needs, the next needs felt are called safety and security needs. These needs find expression in such desires as economic security and protection from physical dangers.

3. Social Needs:

Man is a social being. He is, therefore, interested in social interaction, companionship, belongingness, etc. It is this socialising and belongingness why individuals prefer to work in groups and especially older people go to work.

4. Esteem Needs:

These needs refer to self-esteem and self-respect. They include such needs which indicate self-confidence, achievement, competence, knowledge and independence.

5. Self-Actualisation Needs:

This level represents the culmination of all the lower, intermediate, and higher needs of human beings. In other words, the final step under the need hierarchy model is the need for self-actualization. This refers to fulfillment.

HERZBERG'S MOTIVATION HYGIENE THEORY:

The psychologist Frederick Herzberg extended the work of Maslow and propsed a new motivation theory popularly known as Herzberg's Motivation Hygiene (Two-Factor) Theory. Herzberg conducted a widely reported motivational study on 200 accountants and engineers employed by firms in and around Western Pennsylvania.

He asked these people to describe two important incidents at their jobs:

(1) When did you feel particularly good about your job, and

(2) When did you feel exceptionally bad about your job? He used the critical incident method of obtaining data.

The responses when analyzed were found quite interesting and fairly consistent. The replies respondents gave when they felt good about their jobs were significantly different from the replies given when they felt bad. Reported good feelings were generally associated with job satisfaction, whereas bad feeling with job dissatisfaction. Herzberg labelled the job satisfiers motivators, and he called job dissatisfies hygiene or maintenance factors. Taken together, the motivators and hygiene factors have become known as Herzberg's two-factor theory of motivation
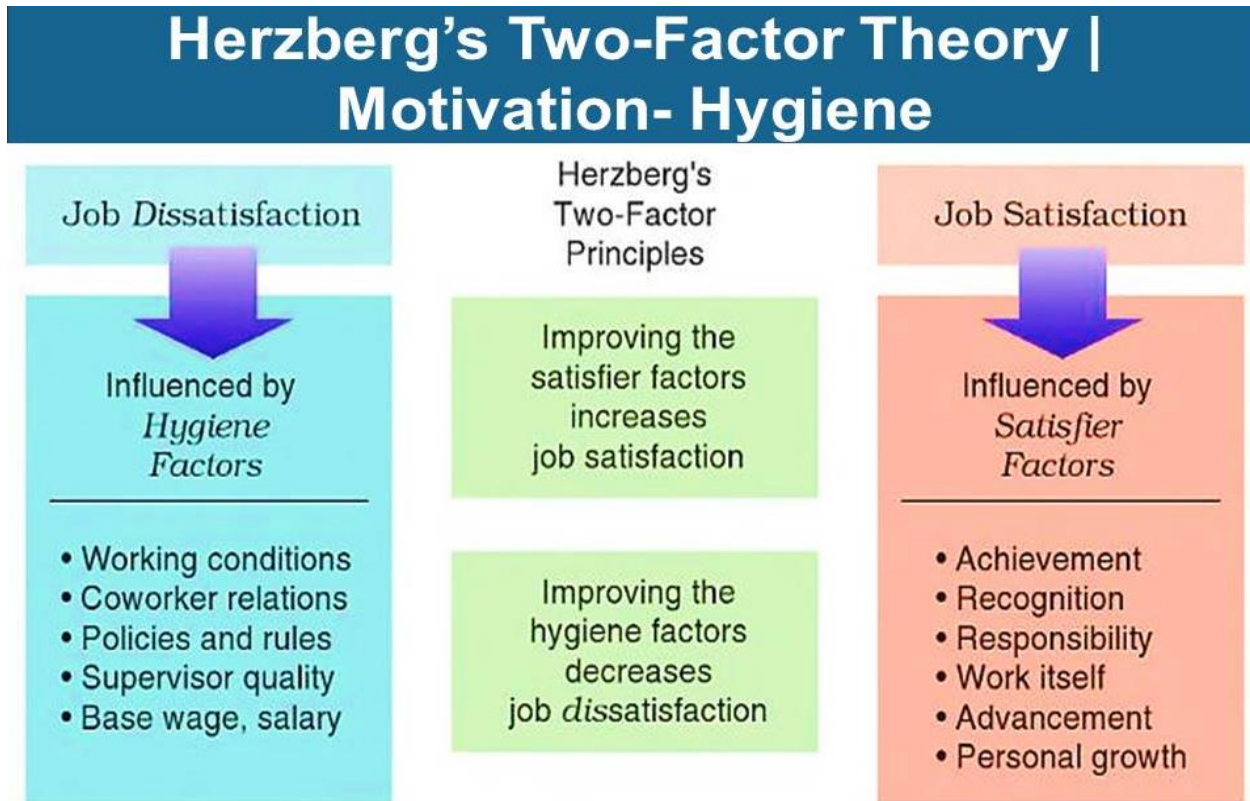
According to Herzberg, the opposite of satisfaction is not dissatisfaction. The underlying reason, he says, is that removal of dissatisfying characteristics from a job does not necessarily make the job satisfying. He believes in the existence of a dual continuum. The opposite of 'satisfaction' is 'no satisfaction' and the opposite of 'dissatisfaction' is 'no dissatisfaction'.

According to Herzberg, today's motivators are tomorrow's hygiene because the latter stop influencing the behavior of persons when they get them. Accordingly, one's hygiene may be the motivator of another.

MCCLELLAND'S NEED THEORY:

Another well-known need-based theory of motivation, as opposed to hierarchy of needs of satisfaction-dissatisfaction, is the theory developed by McClelland and his associates'. McClelland developed his theory based on Henry Murray's developed long list of motives and manifest needs used in his early studies of personality. McClelland's need-theory is closely associated with learning theory, because he believed that needs are learned or acquired by the kinds of events people experienced in their environment and culture.

He found that people who acquire a particular need behave differently from those who do not have. His theory focuses on Murray's three needs; achievement, power and affiliation. In the literature, these three needs are abbreviated "n Ach", "n Pow", and "n Aff" respectively'.

They are defined as follows:

Need for Achievement:

This is the drive to excel, to achieve in relation to a set of standards, and to strive to succeed. In other words, need for achievement is a behavior directed toward competition with a standard of excellence. McClelland found that people with a high need for achievement perform better than those with a moderate or low need for achievement, and noted regional / national differences in achievement motivation

Need for Power:

The need for power is concerned with making an impact on others, the desire to influence others, the urge to change people, and the desire to make a difference in life. People with a high need for power are people who like to be in control of people and events. This results in ultimate satisfaction to man.

Need for Affiliation:

The need for affiliation is defined as a desire to establish and maintain friendly and warm relations with other people'. The need for affiliation, in many ways, is similar to Maslow's social needs.
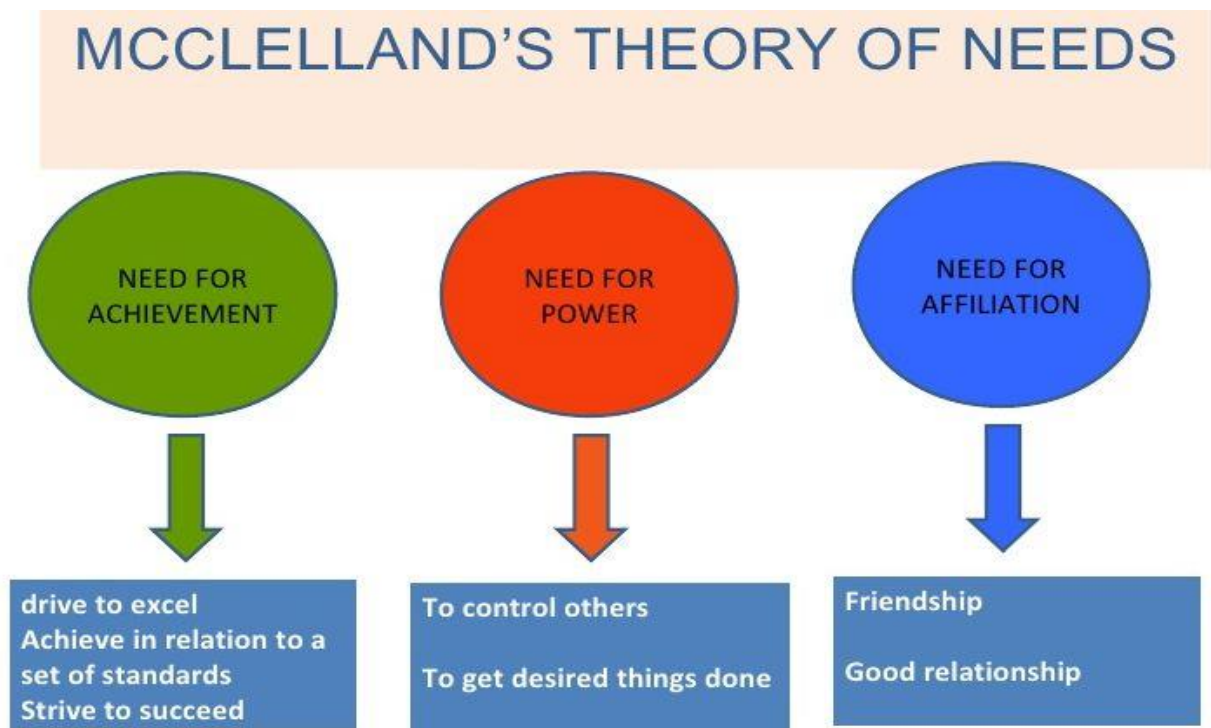
The people with high need for affiliation have these characteristics:

1. They have a strong desire for acceptance and approval from others.

2. They tend to conform to the wishes of those people whose friendship and companionship they value.

3. They value the feelings of others.
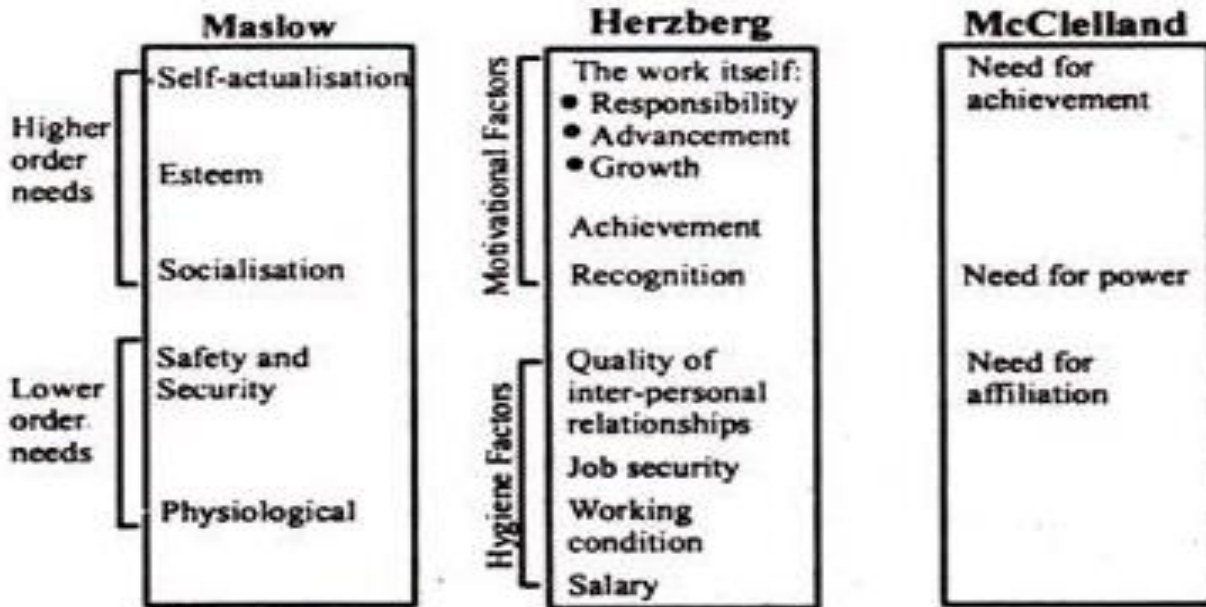
Proposed model for motivation Based on our study of both traditional and modern motivational theories, and our research through questionnaire data, we would like to propose a new model for motivation. Below are the four factors that are most important to employees having a work experience between one to five years in Information Technology industry.

How employees can be motivated in organisation?

Good Work Environment

Nothing stunts productivity like a sour working environment. Creating a positive work environment can potentially have a big impact on employee motivation. One of the most important factors mentioned by the majority of respondents was having an open, safe, and welcoming environment. A friendly, supportive, and caring environment drives employee motivation. Organizations should try to establish a trusting relationship with employees and provide them, with the means they need to perform. A supportive and encouraging environment can be created by providing people the opportunity to expand their minds and abilities, to assume responsibility for their own actions, and to find innovative ways to do their work and meet their goals. Organization should create an environment that is interactive and engaging, paying attention to building relationships and inclusion. Providing regular feedback and taking time to know the needs and expectations of the employees, increases trust and openness in relationships. Hence it is important for the employer to make the work environment as appealing as possible. A pleasant and comfortable working environment attracts the employees to work which directly affects their productivity.

Autonomy or Empowering employees

Autonomy is particularly critical when it comes to creating and maintaining intrinsic motivation. It gives them a freedom of choice, which in turn provides a sense of self-determination. This means giving them more room to make decisions, to think for themselves, to "own" their jobs. Command and control environments create an atmosphere that fosters Learned Helplessness. In contrast, when employees get the chance to think and act like small business owners-i.e. have autonomy, they continuously build confidence and greater self-efficacy. Because of this, these employees possess far greater resilience which makes them better resources. Workplaces can support autonomy by giving people real control over various aspects of their work — whether it's deciding what to work on or when to do it.

Rewards and Recognition

Rewards are crucial for maintaining employee motivation; however, it is important not to let the rewards become the main goal. Rewards are feedback that goals are being accomplished. When organization recognizes exceptional effort or rare achievement, its value for the employee increases. Simple things such as a company-wide email acknowledgment or pat on the back will go a long way. When management genuinely recognizes an employee's contribution to the organization, they feel, they are vital members of a team working towards a goal. They feel like the company is more than just a place to work. Recognition is priceless, and status is much more than money. It increases employee loyalty,

enhances performance and generates greater success. Recognition can be an incredibly powerful tool to foster a close-knit team environment, encourage employees to achieve high levels of productivity, increase employee retention rates, and reduce incidental expenses relating to inattentiveness to job duties that result in dissatisfied customers, safety issues, or on-the-job downtime.

CONCLUSION

The aim of the study was to explore the applicability and impact of motivational theories on employees, their performance and job satisfaction. Motivational theories attempt to explain what motivates people to behave the way they do. Motivational theories can be applied to workplace settings to shed light into why some employees work harder or are more committed than others. However, in any organization, one size does not fit all. Hence, no individual theory is sufficient to motivate employees by itself. Organizations need to find out every employee needs and then use a relevant motivator. Many a times, a need may arise to use various techniques together in order to motivate employees.

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