

# **ROLE OF MOTIVATION IN HUMAN RESOURCE MANAGEMENT**

A Thesis

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## **RECOMMENDATION**

This is to certify that the Thesis

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**Entitled:**  
**THE ROLE OF MOTIVATION IN HUMAN RESOURCE MANAGEMENT**

*has been prepared as approved by this Department in the prescribed format of the Faculty of Management. This thesis is forwarded for examination*

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# VIVA-VOCE SHEET

We have conducted the viva-voce of the thesis presented

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*And found the thesis to be the original work of the student and written according to the prescribed format. We recommend the thesis to be accepted as partial fulfillment of the requirement for the degree of*

**Master in Business Studies (M.B.S)**

## ViVa-Voce Committe

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## **DECLARATION**

I hereby declare that the work reported in this thesis entitled “**THE ROLE OF MOTIVATION IN HUMAN RESOURCE MANAGEMENT**” submitted to Office of the Dean, Faculty of Management, Tribhuvan University, is my original work done in the form of partial fulfillment of the requirement for the Master’s Degree in Business Studies (M.B.S) under the supervision of Prof. Dr. Sushil Bhakta Mathema.

.....  
Deepa Shrestha  
Nepal Commerce Campus

Date: December, 2013

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Deepa Shrestha

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# **CHAPTER 1**

## **INTRODUCTION**

### **1.1 GENERAL BACKGROUND**

The process of global interlinking is accelerated by technological development. There is increasing recognition that 'increases in global trade, facilitated by advancements in technology, communication and transportation, began to bring the markets of the world into greater competition. As economic globalization has become more pronounced, the ability of organizations to compete in the global marketplace is all the more tied to the quality of their human resources. Many organizations rely on the expertise of their employees to gain competitive advantage in global economies. In this economic environment, the retention of valuable employees becomes extremely important strategy for organizational leaders. Therefore managing human resources plays a crucial role in a process of increasing companies' effectiveness. And one of the most important functions of HRM is motivation.

What is motivation? Why do people act in the way they do? Why do people act differently? Is it possible for an organization to influence the people they employ in a predictable and systematic way to act in a way they want them to? These are all questions managers struggle with on a daily basis and it is probably for this reason that motivation and the factors or elements of motivation are one of the most widely researched topics and why a lot of research has been undertaken to understand the concept of motivation in an organizational context. Effective managers realize that in order to motivate their employees they need to understand their employees and identify what motivates them. It is important to realize that people have different needs, goals and objectives and will act differently toward obtaining or achieving their goals or satisfying their need deficiencies. The importance of motivating people at work is noticeable at all levels of organization. Starting from managers who need to be aware of factors that motivate their subordinates to make them perform well, through employees who need to think through what expectations they have of work, ending up with HR professionals who have to understand motivation to effectively design and implement reward structure and systems.

The people employed by organizations are ultimately responsible for wealth creation in the organization and motivating them to achieve improved performance and productivity will ensure that the organizational goals are achieved and simultaneously satisfy the primary goal or objective of the firm which is to maximize the wealth or value of the firm. Striking a balance between organizational goals and employee personal goals will go a long way to ensure a workforce that is motivated to achieve the level of performance that is expected of them while simultaneously satisfying their own personal goals and needs. Because of a complex nature of human behavior, motivation is not easy to understand and to use. Despite many studies on that topic managers today are no closer to understand employees' motivation. Some of research suggested that money is not as potent as it seemed to be, many companies tried to implement monetary incentives as their main tool to motivate employees. Performance related pay became the new mantra that was used unquestionably by plenty of companies. Recently, as a result of a financial crisis, many large and small organizations had to cut costs through reduction of employees' salaries and bonuses. The question that has arisen is if there are other options of motivating employees that would be equally effective but more costs efficient.

The literature on a subject of motivation shows that there are several other ways to motivate employees. The most well know and often cited theories can be divided into two categories: content theories and process theories. Content Theories deal with “what” motivates people and it is concerned with individual needs and goals. It is represented by authors such as Maslow, McClelland and Herzberg. Process Theories deal with the “process” of motivation and is concerned with “how” motivation occurs. Vroom, Adams, Locke and Latham created the most influential process theories.

It is not easy to answer the question – what in fact motivates employees. The easiest way to find out is simply to ask them. There is a long history of researches which ask employees to rank the importance of motivating factors. Some researchers spent a great part of their lives studying employee responses. In their studies they compared answers from employees coming from different cultures, age groups, levels of showed that importance of motivating factors might vary among particular groups of people. However, there are several motivating factors that are very often ranked high positions. Interesting work, full appreciation of work done, Feeling of being

well informed and involved and good wages are those factors that received high rates in many research

The majority of studies analyzed the importance of motivating factors among employee of different organization. There are not many researches that investigate factors which motivates human resource of an organization. Therefore, asking human resources about factors that motivate them at work will be the subject of investigation in the empirical part of this paper.

## **1.2 EVOLUTION OF MOTIVATION**

Modern concepts, of which human relations was one, are not completely unrelated to scientific management and classical organization theory, but are evolved from earlier views and represent modifications based on research and experience. It was not long before the human relations school, recognizing the importance of individual motives and the interaction of groups in organizations, highlighted areas neglected by traditional managers.

They rapidly developed into a movement, and like the scientific managers before them, fell into the trap of being descriptive and prescriptive. Their three main areas of managerial activity were:

- To encourage employees to be more participative.
- To implement job enlargement and job enrichment in order to give wider discretion to employees.
- To improve communications between employees and their managers.

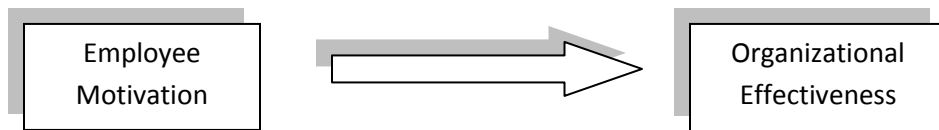
However, it was soon considered that the movement's analysis lacked rigor and considerably oversimplified the complexity of human behavior. The assumptions about individual motives were simple and sterile, with money remaining as an important work-related incentive for employees and conflict treated as an evil to be removed in all circumstances.

It was to counter these weaknesses that the behavioral science approach was adopted. Although at first reaching similar conclusions to the human relations movement, findings were based on research by industrial psychologists who concentrated on motivation of individuals and industrial sociologists who looked at the behavior of formal and informal groups at work.

The period between 1951 and 1971 was the era of rapid growth in management. Managerial employment grew seven times and professional appointments increased eleven times as fast as overall employment. Some managers moderated their 'logical' approach to such things as job design and considered such alternatives as participation, job-redesign, job enlargement and job enrichment. At the same time management theorists and social scientists expanded the work and others in the scientific management school or developed, researched and published work based on social science findings. Precious little cross-fertilization appeared between the same covers.

### 1.3 IMPACT OF MOTIVATION

Employee Motivation is the independent variable and will be examined through two of its factors, recognition and empowerment. The dependent variable is organizational effectiveness



**Figure1. 1 Conceptual Framework**

#### 1.3.1 EMPLOYEE MOTIVATION

Employee Performance fundamentally depend on many factors like performance appraisals, employee motivation, Employee satisfaction, compensation, Training and development, job security, Organizational structure and other, but the area of study is focused only on employee motivation as this factor highly influence the performance of employees. Employee motivation is one of the policies of managers to increase effectual job management amongst employees in organizations. A motivated employee is responsive of the definite goals and objectives he/she must achieve, therefore he/she directs its efforts in that direction. Getting employees to do their best work even in strenuous circumstances, is one of the employees most stable and greasy challenges and this can be made possible through motivating them.

### **1.3.2 ORGANIZATIONAL EFFECTIVENESS**

Composition of people which formulate independent business identity for some specific purpose is commonly known as organization and getting desired outcome within defined resources is treated as effectiveness. Organizational effectiveness is the notion of how effectual an organization is in accomplishing the results the organization aims to generate. It plays an important role in accelerating organization a development. It is the net satisfaction of all constituents in the process of gathering and transforming inputs into output in an efficient manner.

### **1.4 ADVANTAGE AND DISADVANTAGE OF MOTIVATION**

Motivation provides us with energy to pursue outcomes. The energy may come from an inside source or an outside source. These sources can be defined as either extrinsic or intrinsic motivation. Extrinsic motivation “lies outside of the individual and the task being performed”, whereas, intrinsic motivation “lies within the individual and task”.

#### **1.4.1 ADVANTAGE OF INTRINSIC MOTIVATION**

- Long-lasting
- Self-sustaining
- Focuses on the subject rather than the reward or punishment

#### **1.4.2 ADVANTAGE OF EXTRINSIC MOTIVATION**

- Quickly changes behaviors
- Requires little effort or preparation
- Requires little knowledge of the student

#### **1.4.3 DISADVANTAGE OF INTRINSIC MOTIVATION**

- Slow to change the behavior
- Requires lengthy preparation and special attention
- A variety of approaches may be needed to motivate



#### **1.4.4 DISADVANTAGE OF EXTRINSIC MOTIVATION**

- Provides distraction from learning
- Difficulty in determining appropriate rewards and punishment
- Ineffective after a long period of time
- Once the reward is removed, motivation is lost

#### **1.5 SIGNIFICANCE OF THE STUDY**

The significance of this study lies mainly in identifying the motivation factor of employees in an organization as well as the freshly graduate employees. The study is important to the workplace to inspire people to work , both individually and in groups, to produce the best results for business in the most efficient and effective manner. It is the duty of the manager to carefully identify and address these motivating forces. This paper will help managers become more effective at creating a positive motivational environment. By fulfilling the aims and objectives of the study, this study will be helpful for other researchers who may be focusing on the way determine the motivation of employees to an organizations. The notable significance of this study is the possibility that it may be able to use the findings for the other studies that may wish to analyze the factors for the success or demise of a particular study. . The significance of the study includes:

- To create positive work environment.
- To understand employees professional needs.
- To analyze the effect of motivation.

#### **1.6 STATEMENT OF THE PROBLEM**

The statement of the problem is so important in researches that it should be stressed regardless of the point value assigned to it in the reviewer's evaluation form.

Performance management and appraisal is an important part of acquisition aspect of human management. It is the process of management tool used to measure employee performance and

reward employees who achieve company objectives. It also creates broad sense of equality, since any employee can achieve the performance rewards by following the expectations and goals set forth by the company. It is concerned with a set of operating elements, each element having its own specific capabilities and behavior working together to perform value added processing that allows to feel the human resource need of the organization. The quality of acquired human resource very much depends on the quality of performance management and appraisal.

This study is conducted to find out the answers of the following questions:

- What are the factors that affect employee's perception towards organization goal?
- What are the motivation factors to the human resource of an organization?
- What is the reason to stay in present job?

## **1.7 RESEARCH OBJECTIVES**

The purpose of this study is to describe the work motivation factors that affect employees employed in an organization and the freshly graduate employees. This study will address the following objectives.

- To determine the motivation factor of the employees of their organization.
- To compare the difference in work motivation priorities between different motivational factor of permanent employees.
- To analyze and compare perceptions of supervisors and managers in regards to the work motivation preferences of the people they supervise.
- To examine the relationship between employees motivation and organizational effectiveness

## **1.8 RESEARCH METHODOLOGY**

Research is defined as human activity based on intellectual application in the investigation of matter.

Methodology is the method followed while conducting the study on a particular project. Through this methodology a systematic study is conducted on the basis of which the basis of a report is produced.

It is a written game plan for conducting Research. Research methodology has many dimensions. It includes not only the research methods but also considers the logic behind the methods used in the context of the study and explains why only a particular method or technique has been used. It also helps to understand the assumptions underlying various techniques and by which they can decide that certain techniques will be applicable to certain problems and other will not. Therefore in order to solve a research problem, it is necessary to design a research methodology.

The information required for fulfilling the objective of study is collected from various primary and secondary sources.

## **SECONDARY DATA**

- Articles on motivation taken from journals, magazines published from time to time.
- Through internet.

## **PRIMARY DATA**

Questionnaire will be used to collect primary data from respondents. The questionnaire will be structured type and contained questions relating to different dimensions of motivation preferences. An attempt will also be made to find reasons for its non-usage.

## **1.9 LIMITATIONS**

Like all academic researches, this study also has its limitations.

- The time is the major limitation of the study. As a partial fulfillment for the degree of Masters of Business Studies, it is supposed to be completed within limited time period.
- This research, merely, focuses on the Organization of Nepal only.
- Study of the report is completely depending upon the provided data.

- This study had to be based on information, opinions and responses given by employees.

## **1.10 ORGANIZATION OF THE STUDY**

This dissertation will be presented in the following order:

### **CHAPTER 1: INTRODUCTION**

This is the very first segment of the dissertation, which starts, with the general background of the emergence of employee motivation. Statement of the problem, objectives of the study, limitation of the study is also presented in this chapter.

### **CHAPTER 2: REVIEW OF LITERATURE**

This segment deals with the review of available literatures in the field of study being conducted. This includes review of the theories of concerned topic, review of books, review of various empirical studies and research gap.

### **CHAPTER 3: RESEARCH METHODOLOGY**

This segment of the study attempts to explain the methodology of the research undertaken. The chapter contains research design, sources of data, population and sample, method of data collection and analysis.

### **CHAPTER 4: PRESENTATION & ANALYSIS OF DATA**

This segment presents, analyzes and interprets the study through definite course of research methodology. The observed information is analytically studied and presented here. Along with the tabulated data, a graphical presentation is also made along with the findings and interpretations of the calculated figures.

### **CHAPTER 5: SUMMARY, CONCLUSION, AND RECOMMENDATIONS**

The whole study is summarized and concluded in this final chapter. A list of recommendations derived from the analysis is presented at the end of the chapter.

A list of Bibliography is presented after chapter 5 and the necessary supplements are presented in the final segment as the annexure.

## **CHAPTER 2**

### **REVIEW OF THE LITRETURE**

Establishing and maintaining a stable work force in an organization is paramount to quality customer service and profitability. Research also shows that work motivation will vary between Organizations and will also change over time. Determining the reasons and factors why workers work has been the quest of psychologists and management experts for years. It is generally agreed upon that if an employer can identify the reasons a worker is productive, reports to work on time, and remains with the company, the employer might then be able to apply these motivational factors unilaterally to the entire workforce. Applying this knowledge and fashioning the employment atmosphere to better accommodate the motivational factors of the employee, the employer becomes a more desirable employment destination, retaining employees longer, and increasing productivity and service at the same time.

#### **2.1 THE CONCEPT OF MOTIVATION**

The term motive usually is explained as desires, needs, emotions or impulses that make someone do something following this definition, motivation is the state of being incited to action. When we take into consideration work environment it becomes clear that work motivation refers to motivation within a work setting. Typically, it refers to employees' motivation to perform, stay and commit in a company, cooperate, lead or support a leader, help customers and so forth. Obviously, this definition from International Encyclopedia of Organizational Studies (ed. Bailey & Clegg, 2008) is just an example from a mass of work motivation definitions which can be found in almost every paper about this topic. Some authors define what motivation is by explaining where it comes from. In this approach work motivation has been defined as “a psychological process resulting from the reciprocal interaction between the individual and the environment that affects a person's choices, effort, and persistence” (Latham & Ernst, 2006). In other definitions work motivation is associated with the goal attainment. People are motivated to do something if they believe it is likely that it will bring desired result. People who are well motivated take action that they expect will achieve their clearly defined goals (Armstrong, 2007). Kanfer (1990, as cited in Bjorklund, 2001) stressed that motivation is a phenomenon which cannot be directly observed. The only way to infer motivational processes is to analyze streams

of behavior caused by environmental or inherited factors which can be observed through their effects on abilities, beliefs, knowledge and personality.

Motivation can be divided into two types: intrinsic (internal) motivation and extrinsic (external) motivation.

- **Intrinsic Motivation**

It refers to the motivation that comes from inside the individual. It is an internal desire that stems from feelings such as pride for contributing to something worthwhile, being excited by work related challenges and satisfaction in the personal development or growth that may come from tasks or certain work activities that we perform.

- **Extrinsic Motivation**

Extrinsic motivation refers to the performance of an activity in order to attain an outcome, whether or not that activity is also intrinsically motivated. Extrinsic motivation comes from outside of the individual. Common extrinsic motivations are rewards (for example money or grades) for showing the desired behavior, and the threat of punishment following misbehavior. Competition is in an extrinsic motivator because it encourages the performer to win and to beat others, not simply to enjoy the intrinsic rewards of the activity. A cheering crowd and the desire to win a trophy are also extrinsic incentives

Employee motivation has been studied at length. Through research, a significant myth has been dispelled and shown to be incorrect. The biggest misconception was that good wages were always the primary motivational factor among employees regardless of the organization by which they are employed. This generalization, or supposed knowledge, has misdirected front line supervisors for years. The result has been misunderstood employees who were more concerned with other motivational factors that their supervisors perceived as secondary or were not aware that existed.

Review of the literature indicates identifying employee motivation is considered essential to understanding why an individual chooses one job over another. Why does one employee work hard to complete a task and a co-worker feels no obligation to do the same; and, why does an employee continue to come to work when they have little or no desire to do the job? The

questions of what motivates employees are of more importance today than ever before. Workforce morale is low due to downsizing and job instability, and there are no longer layers of management to supervise employees and keep them productive (McNerney 1996). Additionally, research indicates that productivity of employees decrease far more drastically after a co-worker quits for reasons of job satisfaction than when a co-worker quits because of illness. There are a number of theories that have been developed by psychologists and management experts that help to explain this dilemma.

## **2.2 WHY IS MOTIVATION IMPORTANT**

Motivation plays a critical role in achieving goals and business objectives and is equally as important for companies that work in a team-based environment or in a workplace comprised of workers who work independently. Making sure each employee's workplace goals and values are aligned with the organization's mission and vision is important for creating and maintaining a high level of motivation. That can lead to higher productivity, improved work quality and financial gain across all departments (Sabah Karimi).

### **Motivation is the spark**

Motivation is the spark that sets the fire. It gets things started. Without motivation, anything you choose to do will take more effort and be less successful, if it gets started at all. Just like having a match, motivation makes starting things so much easier. You have a desire to start, so you start with the right attitude to be successful.

### **Motivation fuels**

Like wood in the fire, motivation keeps you going. You have to constantly nurture your motivation, reevaluate what you are doing and why you are doing it. If you keep your motivation going strong, you will be successful. But you have to remember to keep adding to it or it will burn out.



## **Motivation warms**

Like a fire, motivation keeps you alive in the cold. Life is hard. It gets complicated, it gets expensive, and there are always problems. Motivation can help you to keep going despite the problems. If you keep your motivation high and your eyes on the goal, no problem will seem insurmountable.

## **Motivation can change**

Like the flickering of flames—one minute yellow, the next orange— motivation can change. Your reason for accomplishing your goals may change as you go along. Maybe you start out with one reason, change reasons halfway through, and then finish with a third reason. Whatever the case may be, keeping and staying motivated is the key.

## **Motivation satisfies**

When you take a long journey, you will get tired. You'll get burnt out and disappointed with the path. But if you keep your motivation and keep going, it is all worth it in the end. Regardless of whether you accomplished what you set out to do, you can still be satisfied if you maintained your motivation. You never lost hope, even if things didn't quite work out the way you planned. Motivation can be many different things. To some people, money is motivation, or health, or their family, or business. No matter what your motivation is or what your goals are, remember to keep your motivation high and your eyes on the prize. (Ernest, 2012)

## **2.3 OBJECTIVE OF MOTIVATION IN AN ORGANIZATION**

Having motivated employee has shown to be linked with higher job satisfaction, increased performance and retention. Motivated employees are willing participants in a position and want to perform job requirements. Employees who are not motivated usually perform tasks out of obligation. Some people are innately motivated and have high levels of motivation where others require incentives. Employers can use various strategies to help increase motivation.

## **Increase Willingness to Do the Job**

Increasing employee motivation means employees willingly carry out the tasks required by the job. This also means managers are less likely to pull teeth to try to get an employee to perform tasks. The job description should match duties, qualities and competencies of the position. This helps administrators and workers understand the demands of the position before, during and after coming into a position.

## **Increase Performance**

Increasing employee motivation serves to help organizations meet internal and external goals. Increasing employee motivation has shown to increase job performance levels. Administrators should help employee feel as part of a team in the organization. Increased employee performance usually means increased customer satisfaction.

## **Increase Retention**

An administrative team that includes the workforce in decision-making processes for strategic planning in achieving organizational goals has shown to increase employee retention. Helping workers feel engaged throughout the process increases employee motivation and to feel invested in the organization. Increasing employee motivation and job satisfaction has been linked to higher rates of retention and increased employee productivity.

## **Increase Job Satisfaction**

A poor working environment can make any good employee lose motivation. Job incentives such as competitive pay, benefits and programs such as tuition reimbursement, flexible hours, scheduling and time-off show increased levels of employee job satisfaction. Since most employee do not stay at the same position for an entire career, training programs have shown to increase job satisfaction. Increased job satisfaction has shown to increase employee motivation, which then increases job retention rates, performance and productivity.

## **Supervisor and Manager Role**

Supervisors may be the problem. Managers, who are flexible and understand, recognize and respond to employees needs, may have employees who are more motivated. Supervisors who are difficult to work with may have employees who are less motivated and therefore have workers who have decreased levels of job performance.

## **2.4 HOW TO MOTIVATE EMPLOYEE**

Employees are the building blocks of an organization. Organizational success depends on the collective efforts of the employees. The employees will collectively contribute to organizational growth when they are motivated (Georgina-Kate Adams).

### **Be familiar with your staff**

The manager should be well acquainted with his staff. The more and the better he knows his staff, the simpler it is to get them involved in the job as well as in achieving the team and organizational goals. This will also invite staff's commitment and loyalty. A cordial superior-subordinate relationship is a key factor in job-satisfaction.

### **Provide the employees certain benefits**

Give your staff some financial and other benefits. Give them bonuses, pay them for overtime, and give them health and family insurance benefits. Make sure they get breaks from work. Let them enjoy vacations and holidays

### **Participate in new employee's induction program**

Induction proceeds with recruitment advertising. At this point of time, the potential entrants start creating their own impressions and desires about the job and the organization. The manner in which the selection is conducted and the consequent recruitment process will either build or damage the impression about the job and organization. Thus, the manager must have a say in framing the advertisement and also in the selection and recruitment process. After the decision about the candidate is made, the manager must take personal interest in the selected joinee's

joining date, the family relocation issues, cost of removal, etc. Being observed by the new recruit and your entire team / staff to be involved completely, will ensure a persuasive entry in the organization.

### **Provide feedback to the staff constantly**

The staff members are keen to know how they are performing. Try giving a regular and constructive feedback to your staff. This will be more acceptable by the staff. Do not base the feedback on assumptions, but on facts and personal observations. Do not indulge in favoritisms or comparing the employee with someone else. Sit with your staff on daily or weekly basis and make sure that feedback happens. This will help in boosting employee's morale and will thus motivate the staff.

### **Acknowledge your staff on their achievements**

A pat on the back, some words of praise, and giving a note of credit to the employee / staff member at personal level with some form of broad publicity can motivate the staff a lot. Make it a point to mention the staff's outstanding achievements in official newsletters or organization's journal. Not only acknowledge the employee with highest contribution, but also acknowledge the employee who meets and over exceeds the targets.

### **Have stress management techniques in your organization**

Create an environment in which you and your staff can work within optimum pressure levels. Ensure an optimistic attitude towards stress in the workplace. Have training sessions on stress management, and ensure a follow-up with group meetings on the manner stress can be lowered at work. Give your staff autonomy in work. Identify the stress symptoms in employees and try to deal with them.

### **Give the employees learning opportunities**

Employees should consistently learn new skills on the job. It has been well said by someone that with people hopping jobs more often than required and organizations no longer giving job security to employees, the young blood employees specifically realize that continuing learning is

the best way to remain employable. Opportunities should be given to the employees to develop their skills and competencies and to make best use of their skills. Link the staff goals with the organizational goals.

### **Set an example for your staff / subordinates**

Be a role model for your staff. The staff would learn from what you do and not from what you say / claim. The way you interact with your clients / customers and how do you react later after the interaction is over have an impact upon the staff? The staff more closely observes your non-verbal communication (gestures, body language). Being unpunctual, wasting the organization's capital, mismanaging organization's physical equipments, asking the staff to do your personal work, etc. all have a negative impact on the staff. Try setting an example for your staff to follow.

## **2.5 MOTIVATIONAL CHALLENGES**

Motivation seems to be a simple function of management in books, but in practice it is more challenging. The reasons for motivation being challenging job are as follows:

- One of the main reasons of motivation being a challenging job is due to the changing workforce. The employees become a part of their organization with various needs and expectations. Different employees have different beliefs, attitudes, values, backgrounds and thinking. But all the organizations are not aware of the diversity in their workforce and thus are not aware and clear about different ways of motivating their diverse workforce.
- Employees motives cannot be seen, they can only be presumed. Suppose, there are two employees in a team showing varying performance despite being of same age group, having same educational qualifications and same work experience. The reason being what motivates one employee may not seem motivating to other.
- Motivation of employees becomes challenging especially when the organizations have considerably changed the job role of the employees, or have lessened the hierarchy levels of hierarchy, or have chucked out a significant number of employees in the name of down-sizing or right-sizing. Certain firms have chosen to hire and fire and

paying for performance strategies nearly giving up motivational efforts. These strategies are unsuccessful in making an individual overreach himself.

- The vigorous nature of needs also pose challenge to a manager in motivating his subordinates. This is because an employee at a certain point of time has diverse needs and expectations. Also, these needs and expectations keep on changing and might also clash with each other. For instance-the employees who spend extra time at work for meeting their needs for accomplishment might discover that the extra time spent by them clash with their social needs and with the need for affiliation.

## **2.6 MOTIVATION THEORIES**

The subject of motivation has been present in the literature from the early beginning of 20th Century. Although, many theories have been developed and aplenty of research has been conducted, factors that motivate people to perform well at work are still a controversial topic. Many researchers as a starting point for their work in the field of motivation used the most known theories and models of motivation. Armstrong (2007) in his book about employee reward management summarized those theories in a clear and useful way. According to him, Taylor's theory of motivation to work is related to rewards and penalties which are directly connected to performance. Maslow's concept of hierarchy of needs is less instrumental approach. It defines motivation as a result of peoples unsatisfied needs. Herzberg focused on a distinction between extrinsic and intrinsic motivators. Those "old" theories are definitely important, however they are not perfect. Analysis showed that they are characterized by some significant weaknesses. Armstrong presents modern, process theories which approach motivation from different perspective. As an example, Vroom's expectancy theory explains that motivation exists only when relationship between performance and outcome is clear and usable. Goal theory emphasizes the role of a feedback and setting goals in relation to motivation and performance. Finally, Equity theory says that people are more motivated if they are treated equally.

Motivation for a group of authors is strictly related to human needs, while point of view of other authors is much more focused on cognitive processes that influence peoples' behavior. In the

literature of the subject those differences between theories resulted in a division in two categories: content and process theories.

## **2.6.1 CONTENT THEORIES**

The content theories are characterized by emphasis on what motivates people. They concern with individual goals and needs which are said to be the same for every person. Although, they assume that all people possess a similar set of needs, they differ in defining what those needs are.

### **2.6.1. a MASLOW'S HIERARCHY OF NEEDS THEORY OF MOTIVATION**

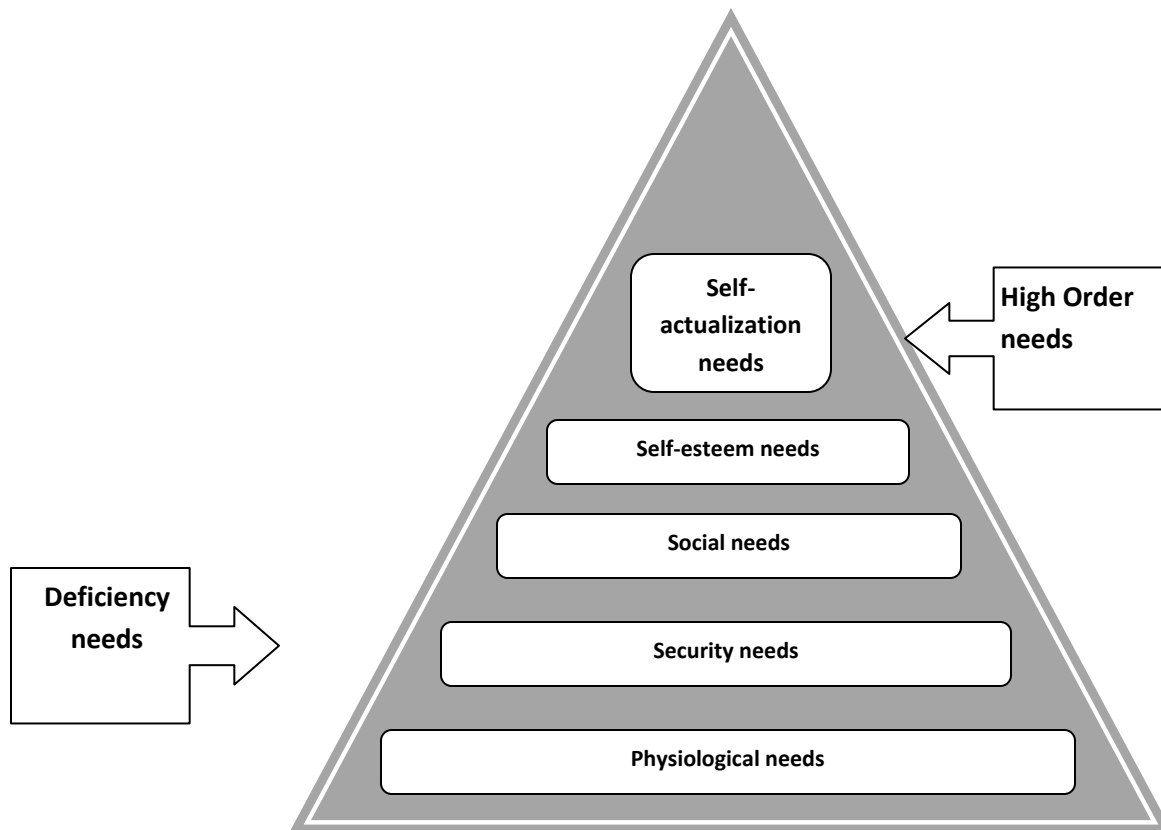
The most well known and very often cited author of motivational theory is Maslow with his hierarchy of human needs. In Maslow's point of view human behavior is driven by the existence of unsatisfied needs. His hierarchy starts from psychological needs and lead through security needs, social needs, self-esteem needs and self-actualization need on the top position.

According to Maslow, higher needs are not felt until lower needs are not fulfilled. Additionally, when the need is satisfied it does not influence human behavior, influence anymore and as a result the focus is moved into a need which is higher in the hierarchy. Maslow divided needs into two categories: deficiency needs and high-order needs. Deficiency needs include basic needs such as hunger or thirst and a need for shelter and protection. When these needs are satisfied people become motivated by high order needs such as the need for supportive and satisfactory relationships with others, needs for freedom, independence, recognition and achievement and finally the need to develop one's potential. The self actualization which is the highest step in Maslow's pyramid can be described as the ending point of gradual psychological maturation process. This final level is achieved by few people and unlike other needs is never fully satisfied.

These needs are:

- Physiological needs – The lowest or most basic level of Maslow's hierarchy of needs is physiological needs. In the organization these needs include needs such as pay, company cafeteria and basic working conditions. According to Maslow's theory, behavior will be directed towards satisfying these needs. As soon as these needs are satisfied, they will no longer influence employee behavior.

- Security needs - Once the employees' basic physiological needs have been satisfied, the needs on the next level of the hierarchy becomes important. Safety or security needs in the organization includes insurance needs such as medical aid, pension or provident fund, safe working conditions as well as the stability of the organization. The presence of these types of employer benefits and reassurance will satisfy the employee's safety needs.
- Social needs – Social needs includes needs such as the need for love, acceptance, friendship, understanding by other fellow employees or groups within the organization. Through teams and work groups, managers can encourage sufficient interaction among employees to ensure that employee social needs are stimulated and met.
- Self-esteem needs - The need for self-respect and recognition by others. Examples of esteem needs include the need for success, recognition and appreciation of achievement.
- Self-actualization needs - The highest level of Maslow's hierarchy of needs is the need for self-actualization. Self-actualization is the full development of an individual's potential. This is the most difficult need to satisfy in an organization context.



**Figure 2. 1 Maslow's hierarchy of needs**



### **2.6.1.b ERG THEORY OF MOTIVATION**

The ERG theory is another important need theory of motivation that was developed by Clayton Alderfer, a Yale psychologist, and is regarded as an extension and refinement of Maslow's hierarchy of needs theory with several important differences between the two.

The E, R, and G stands for three basic need categories: Existence, Relatedness, and Growth.

These needs can be summarized as follows:

- Existence needs – It is concerned with providing the human's basic material existence requirements; the items Maslow considered as physiological and safety needs.
- Relatedness needs – It is concerned with the human's desire to maintain important interpersonal relationships. These social and status desires require interaction with others if they are to be satisfied; they align with Maslow's social needs and the external components of Maslow's esteem needs.
- Growth needs – This is concerned with the human's intrinsic desire for personal development which aligns with the external components of Maslow's esteem needs and self-actualization needs.

Apart from only being concerned with three needs instead of Maslow's five needs, the ERG theory differs from Maslow's theory in that it allows that more than one need may be operative at a time, where Maslow's theory postulates that in order to move to the next level, the lower-order needs must be substantially satisfied first.

### **2.6.1.c MCCLELLAND'S LEARNED NEEDS THEORY**

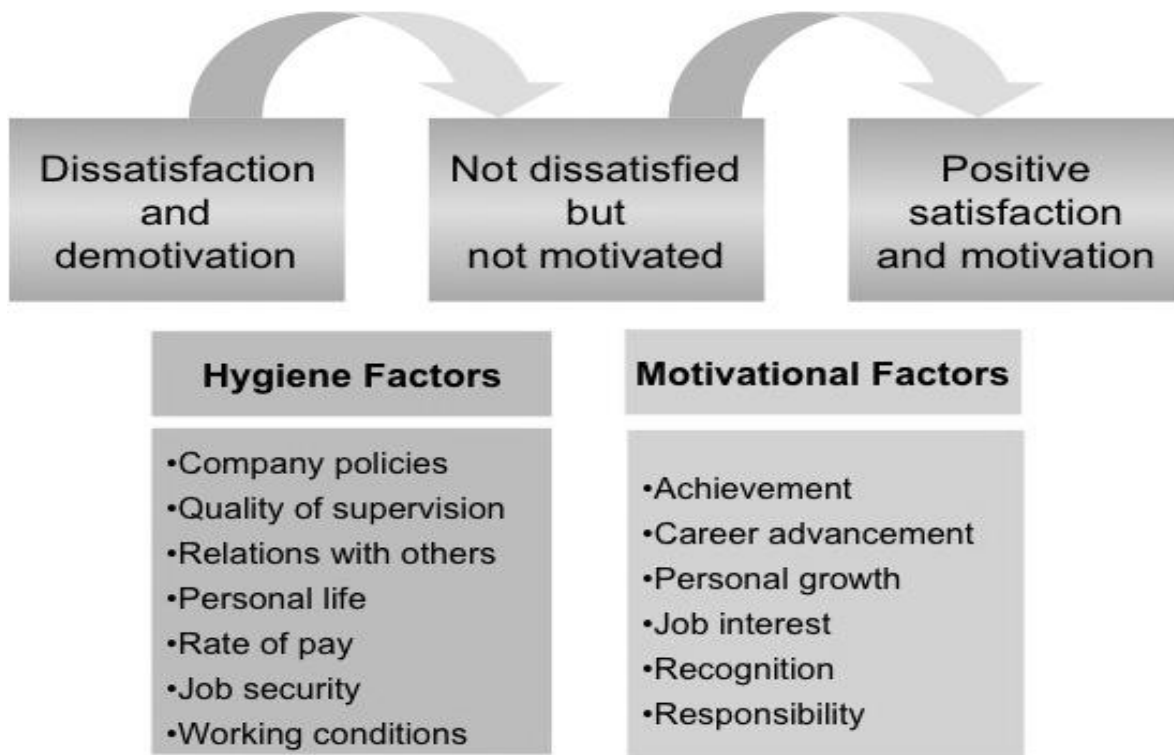
The next important contributor to the field of content theories is McClelland whose model became a starting point for many other authors' research. McClelland's theory focuses on three motives that are relevant in an organizational context (Miner, 2006). Maslow differentiated between any certain transitions among the needs, whereas McClelland indicates that some people have higher needs than others. Moreover, needs in McClelland's point of view change over a life as they are shaped by peoples' experience. That is why in some sources his theory is called "acquired needs theory". McClelland suggested that most of acquired needs can be classified to one of three groups: achievement needs, power needs or affiliation needs. In his opinion some

people have a strong need for achievement others for power and finally there is a group that desire affiliation.

High achievers tend to perform better for the intrinsic satisfaction for doing something better or just to show that they are more capable of doing something. They prefer to work with tasks which are moderately challenging and they actually perform better with those kinds of tasks. In one of their papers McClelland's and Burnham (1976) deliberate on what makes people good managers. They suggest that high achievement is an important factor that leads to the personal success but it does not necessarily make someone a good manager. High achievers work on their own success by doing everything personally and by receiving feedback that is crucial for them. Managers are not able to do everything by themselves so they have to put some responsibility on others. As well as that, the feedback that they receive comes with a delay, so they are not able to find out immediately how well they performed. Regarding those facts McClelland's and Burnham stated opinion that the factor that has a great influence on being a successful manager is something else than a need for achievement. They suggested that it is the need for power that is characterized by a desire to influence people. McClelland found that people who desire to have some serious influence on other have some special traits. The high need for power usually comes with features such as competitiveness, assertiveness and aggressiveness which result in a negative self-image. The socially acceptable way to fulfill the need for power is the search for prestige by collecting symbols of power. People characterized by a high need for power tend to act in a way that makes them recognized in a group. Finally, they are more willing to take a risk. The last group of needs described by McClelland's model is the group of needs for affiliation. People with a strong need for affiliation perform better in tasks which are related to affiliative incentives. In other words, they prefer if their work require maintaining contacts with other people. High affiliated individuals avoid conflict and prefer to solve problems by cooperative and confirmative behavior. The reason for that is the fear for rejection. McClelland's findings suggested that the need for affiliation is not a factor that supports management. Managers high in affiliation try to spend more time with employees and make good relations with them, but it is not a crucial part of being a manager, who sometimes has to make hard decisions

### **2.6.1.d HERTZBERG'S TWO-FACTOR THEORY**

The Hertzberg's Two Factor Theory states that there are certain factors in the workplace that cause job satisfaction, while a separate set of factors cause dissatisfaction. It was developed by Frederick Herzberg, a psychologist, who theorized that job satisfaction and job dissatisfaction act independently of each other. The theory brought a lot of interest from academics and from managers who were looking for ways of motivating their employees. The reason for so much interest in Herzberg's results comes from a dual character of his work. His theory not only describes employees' needs but also goes further and presents how to enrich jobs and make workforce more motivated. Herzberg indicates that job satisfaction and job dissatisfaction are not opposite phenomena (Herzberg, 1968). According to him the opposite of satisfaction is rather no satisfaction and the opposite of dissatisfaction is no dissatisfaction. Herzberg suggests that satisfaction and dissatisfaction are reproduced by different factors. People are satisfied at their work by factors related to content of that work. Those factors are called intrinsic motivators and contain achievement, recognition, interesting work, responsibility, advancement and growth. Factors that make people unhappy with their work are called dissatisfies or hygiene factors. Herzberg found following dissatisfies: company policy, supervision, working conditions, interpersonal relationships, salary, status, security. What makes them different from motivators is the fact that they are not related to the content of the work but to the context of the job



**Figure 2. 2 Herzberg's Theory- Factor affecting job attitude**

## **2.6.2 PROCESS THEORIES**

Process theories are characterized by a dynamic character, not static as content theories. The main concern is not what motivates people but how motivation occurs. Process theories try to explain how and why people's behavior is directed to certain choices. The focus of all process theories is put on "the role of individual's cognitive processes in determining his or her level of motivation"

### **2.6.2.a VROOM'S EXPECTANCY THEORY**

**Expectancy theory** proposes that an individual will decide to behave or act in a certain way because they are motivated to select a specific behavior over other behaviors due to what they expect the result of that selected behavior will be.<sup>[1]</sup> In essence, the motivation of the behavior selection is determined by the desirability of the outcome. However, at the core of the theory is the cognitive process of how an individual processes the different motivational elements. This is done before making the ultimate choice. Victor Vroom suggested that the relationship between people's behavior at work and their goals was not as simple as was first imagined by other

scientists. Vroom realized that an employee's performance is based on individual's factors such as personality, skills, knowledge, experience and abilities.

The theory suggests that although individuals may have different sets of goals, they can be motivated if they believe that:

- There is a positive correlation between efforts and performance,
- Favorable performance will result in a desirable reward,
- The reward will satisfy an important need,
- The desire to satisfy the need is strong enough to make the effort worthwhile.

The theory is based upon the following beliefs:

### **Valence**

Valence refers to the emotional orientations people hold with respect to outcomes [rewards]. The depth of the want of an employee for extrinsic [money, promotion, time-off, benefits] or intrinsic [satisfaction] rewards). Management must discover what employee's value.

### **Expectancy**

Employees have different expectations and levels of confidence about what they are capable of doing. Management must discover what resources, training, or supervision employees need.

### **Instrumentality**

The perception of employees as to whether they will actually get what they desire even if it has been promised by a manager. Management must ensure that promises of rewards are fulfilled and that employees are aware of that.

Vroom suggests that an employee's beliefs about Expectancy, Instrumentality, and Valence interact psychologically to create a motivational force such that the employee acts in ways that bring pleasure and avoid pain.



**Figure 2. 3 Vroom's Expectancy Theory**

### **2.6.2.b EQUITY THEORY**

Equity theories are related to the distribution of resources. There are three main aspects that are common for all equity theories. Firstly, they suggest that employee perceive a fair return for his contribution at work. Secondly, they imply that employees compare the return they received to the return received by other for the same job. Finally, they assume that employees who are in inequitable position comparing to others will try to do something to reduce the difference (Carrell & Dittrich, 1978). The most influential and often cited in the literature of motivation is the Equity Theory, which was put forward in 1963 by Adams. The theory distinguishes between employee's inputs and outputs. Inputs are understood as the number and value of contributions that person make to his or her work. Outputs are described as the nature and quantity of received rewards for doing the job.

According to Adam's theory different employees stress different inputs and outcomes as the most important for them. However, all people evaluate their outcomes in a relation to their inputs and judge a fairness of this relation. What is suggested by the theory is the fact that people not only evaluate the equity by comparing the amount of their inputs and outputs but additionally they make social comparisons with other people. They feel that they are not treated fairly if other people receive better outputs for the same job. As was stated before, employees who encounter inequity try to do something to reduce it. The equity theory presents the most common consequences of perceived inequity. The first and the most common behavior is changing employee's own effort to increase or reduce performance. If it is not possible to solve the problem of unfairness by changing effort then employee try to cognitively reevaluate outcomes and inputs.



**Figure 2. 4 Equity Theory**

### **2.6.2.c LOCKE AND LATHAM'S GOAL-SETTING THEORY**

Those authors introduced the goal setting motivation technique which, according to them, is not only more effective than other methods, but also can be treated as a support for them (Locke & Latham, 1979). In their approach a goal is defined as an object or aim of an action that is attained in a specific limit of time. The one of their core findings is that the highest level of performance and effort are produced when the difficulty level of attaining goals is also very high. The only limit here is an ability of a person who tries to attain a goal. Authors found that people perform better if a specific difficult goal is set than if they are asked to perform as well as they can. What was surprising in Locke and Latham (1990) results was that performance does not differ regardless goals are assigned to people or if people participate in choosing their own goals. Authors explain it by the fact that usually superior that assigns the goal is treated like an authority. Moreover, the act of assigning a goal means that superior believes that subordinate has ability to fulfill that goal. In a result people became motivated to prove their competences. Finally, the assigned goals are helpful with defining peoples' standards used to attain their self-satisfaction from performance. If there is an influence of setting goals on peoples' performance there must be some mechanism that explains it. In fact, Locke and Latham (2002) basing on their own research and other researchers results (LaPorte & Nath, 1976; Wood & Locke, 1990), distinguished even four of them. First, goals direct effort and attention toward all activities that are related to achieving them. Difficult goals lead to more effort than easy goals, so it can be said that goals in general have energizing function. Moreover, they prolong effort, so they affect persistence. The fourth mechanism is an indirect action caused by goals that lead to the discovery,

arousal or to use of task-relevant strategies and knowledge. The influence of goals on performance can be stronger in some circumstances. The one of them is a situation where an employee is committed to his goal, which occurs when the attainment of a goal is important for him and he believes that he is able to achieve it. Another important factor that was mentioned by authors is a feedback that helps people to adjust a level of effort needed to attain the goal.

### **2.6.2.d REINFORCEMENT-BASED APPROACHES TO MOTIVATION**

These approaches to motivation explain the role of rewards as they cause behavior to change or remain the same. Behavior that results in rewarding consequences is likely to be repeated. Expectancy theory and reinforcement theory are similar in that both consider the processes by which an individual chooses behaviors in a particular situation. However, expectancy theory focuses more on behavior choices, and reinforcement theory focuses more on the consequences of those choices.

#### **Reinforcement Contingencies.**

Reinforcement contingencies are the possible outcomes that an individual may experience as a result of his or her choice of behavior. There are four of these: positive reinforcement, avoidance, punishment, and extinction.

- Positive reinforcement is a reward or a positive outcome after a desired behavior is performed; it serves to strengthen behavior.
- Avoidance occurs when the individual chooses a behavior to avoid unpleasant consequences; it can strengthen desired behavior.
- Punishment is unpleasant consequences used to weaken undesired behavior.
- Extinction is ending undesired behavior by ignoring and not reinforcing it.

#### **Providing Reinforcement**

There are four approaches to providing reinforcement.

- A fixed-interval schedule provides reinforcement at fixed intervals of time, regardless of behavior.
- A variable-interval schedule provides reinforcement at varying time intervals.



- A fixed-ratio schedule gives reinforcement after a fixed number of behaviors, regardless of the time that has elapsed between behaviors.
- A variable-ratio schedule varies the number of behaviors needed for each reinforcement and is the most powerful schedule for maintaining desired behaviors.

## **2.7 HOW TO USE MOTIVATIONAL THEORIES**

Motivational theories focus on what drives employees to do their best work. It's easy to think of money as the only motivator, but in reality there are many more factors at play. Managers and supervisors always want to get the best performance from their employees. Productive and efficient employees help increase the company's profits and growth. Several theories by people state that employee satisfaction and performance is based on how well the company meets the needs of the employee.

### **MASLOW'S HIERACHY OF NEEDS THEORY OF MOTIVATION**

Maslow's hierarchy of needs theorizes that an employee's most basic needs must be met before he will be motivated by higher needs. The hierarchy starts with physiological needs such as food and water, safety needs, social needs, esteem needs and finally self-actualization needs. Companies can meet physiological needs by providing break times for meals and snacks and adequate salary for the employee to house and feed her family. Employers must provide a safe work environment with minimal job hazards and free from threats from other employees or clients. Social needs may be met by encouraging a team environment with encouragement and respect among coworkers. Esteem needs include recognition and reward for good performance. And companies can fulfill self-actualization needs by giving assignments that challenge employees and allow them to be creative in their work.

### **ERG THEORY OF MOTIVATION**

Clayton Alderfer based his ERG theory on three needs: existence, relatedness, and growth. Existence needs include things such as water, food and personal safety. Relatedness needs include social interaction and teamwork. And growth needs include advancement and

challenging tasks. Unlike Maslow's hierarchy of needs, the ERG needs do not need to be met in order, and more than one need can be a motivating factor at a given time.

## **MCCLELLAND'S LEARNED NEEDS THEORY**

David McClelland's acquired needs theory is based on three needs: achievement, power and affiliation. People learn or acquire these needs throughout their lives. Companies meet achievement needs by providing employees with challenging assignments, competitions and rewards for excellent work. Power needs may be met by offering opportunities for advancement and increased responsibility. And employers can meet affiliation needs by creating a team environment that is safe and respectful for all employees.

## **HERTZBERG'S TWO FACTOR THEORY**

Frederick Herzberg's motivation hygiene theory is based on two types of needs: hygiene needs and human needs. Hygiene needs are needs that the employee needs to have met but that don't necessarily improve performance. However, if these needs are not met, employee performance declines. Examples of hygiene needs include safe working conditions and a fair salary. Human needs are more useful as motivating factors for employees and include things such as promotions, recognition, awards and responsibility.

## **VROOM'S EXPECTANCY THEORY**

Victor H. Vroom's expectancy-valence theory assumes people are motivated to act in certain ways because of three things: the value a person holds in the outcome of their work, the belief that the action will lead to the desired outcome, and the perceived probability of reward. The theory seems to be applicable to traditional-attitude work situations; how motivated the employee is depends on wanting the reward on offer for doing a good job, and the belief that more effort will lead to such rewards.

## **EQUITY THEORY**

The equity theory of John Stacey Adams is based on the concept of fair treatment and the ways in which it helps to motivate workers. It takes account of inputs and outputs in the work

environment, and their effect on worker motivation. In the theory, inputs such as fair treatment and benefits help to motivate people, resulting in improved outputs, while inputs such as unfair treatment are likely to result in outputs of demotivation and poor performance. This theory is often in effect in unionized environments, where fair treatment and equity are highly rated.

## **REINFORCEMENT BASED APPROACHES TO MOTIVATION**

Reinforcement theory assumes behavior is motivated by past consequences. People do things that have led to favorable consequences in the past, and avoid doing things that have resulted in undesirable consequences. Understand what each individual responds to and reward people for behavior you want to see continue.

### **2.8 REVIEW OF ARTICLES**

- ❖ An article published in Entrepreneur Magazine (*Entrepreneur* is a North American publication that carries news stories about entrepreneurialism, small business management, and business opportunities.), by **Kathleen Davin** was to draw a lesson on How do you keep your employees motivated? How do you show them that their work is valued?

The article focuses on the Employee Motivation. Here Author have concentrated on, merely on improving performance within the organization, increase their skill levels and market worth, earning power and enhancing skills through motivating employees. Traditional thinking follows that the more you pay someone the more loyal and satisfied they are in their job. But, the truth behind employee motivation is a more complicated. This journal also presents an insight by the HR practioners and some experts on how and what motivates to finish the given task.

- ❖ A article published in Forbes Magazine (*Forbes* is an American business magazine owned by Forbes, Inc. Published biweekly, it features original articles on finance, industry, investing, and marketing topics.) ,by **Patrick Hull**. This article had

recommended on the importance of happy and satisfied employee and also has shown the relation between employee satisfaction/perception and a company's success.

The article emphasis on the how motivated employees can make all the difference in a successful company. There are so many more ways to motivate employees. Entire books have been written on the subject. It focuses on the entrepreneurs who should remember that motivating employees is very important, it's also important to keep them happy. Obviously, an unhappy employee is hard to keep motivated.

## **2.9 REVIEW OF THESIS**

The following researchers studied were reviewed to carry out the recent study.

### **❖ By Michal Kirstein**

Overview of his study is as under:

The specified objectives of her study are:

- To determine the motivational factor for students when they start their career.
- To priorities the different motivational factor that motivates students who will join workforce in the future.
- To determine if monetary incentives are as important as they are said to be.

In this the researcher has studied to find out which factors will be motivating for students when they start their career. The knowledge gained from this paper might be useful in creating attractive offers for candidates. It can be used in job advertisements or during events at universities or company presentations. But what about the present employee who are using their power, energy to the organization. Here author has failed to describe about their motivational factor. However he has addressed how future employee can be motivated. My study is completely different from it because I have focus on the various motivational factors for present employee.

The major findings of this study are listed below:

- Motivational factor according to the ASB Students are as follows:
  - 1) Interesting Work
  - 2) Good Wages
  - 3) Feeling of being informed and involved
  - 4) Full appreciation of work done
  - 5) Promotion and growth in the organization
- Motivational factor according to the UG Students are as follows:
  - 1) Good Wages
  - 2) Interesting Work
  - 3) Job Security
  - 4) Promotion and growth in the organization
  - 5) Full appreciation of work done

❖ By **Charl Van Wyk** the objective of the research is to describe the importance of certain factors in motivating employees and to establish the levels of employee motivation by evaluating the extent at which these motivating factors are provided for in the organization researched. More specifically, the study sought to:

- Identify from literature the factors that drive employee motivation.
- Identify the rank importance of the motivating factors identified from the research.
- Measure employee motivation levels based on the factors identified.

The study was conducted at Compensation Solutions (Pty) Ltd. also known as CompSol. Motivational factors were ranked as per employee of CompSol. Here, this research is concentrate only on the employee of CompSol, but did not include view of other employees rather than CompSol.

The major findings of this study are listed below:

- Motivational factor according to the employee of CompSol are as follows:
  - 1) Salary
  - 2) Job Security
  - 3) Training and development

- 4) Advancement and growth
- 5) Recognition and appreciation

Furthermore, it revealed that that certain factors of motivation, which are extremely important to the employees (indicated by their rank importance), are not adequately provided for by the organization.

## **CHAPTER 3**

### **RESEARCH METHODOLOGY**

#### **3.1 INTRODUCTION**

Research Methodology can be understood as a science of studying how research has been done. This chapter deals with the methodological aspects undertaken by the researcher during the study on Role of Motivation in Human Resource. Hence the primary purpose of this Chapter is to discuss and design the framework for the research. Different procedures have been followed:

#### **3.2 RESEARCH DESIGN**

A research design is a logical and systematic plan prepared for directing a research study. It specifies the objectives of the study, the methodology and techniques to be adopted for achieving the objectives. It constitutes the blue print for the collection, measurement and analysis of data. It is the plan, structure and strategy of investigation conceived so as to obtain answers to research questions. The plan is the overall scheme or program of research.

Research design is plan for collection and analysis of data. The purpose of design is to provide answer to research questions and control variance. Some questionnaire technique and direct interviewing techniques are used to examine the facts and descriptive techniques to evaluate the present strategy and its effect on directly to the employee of an organization. This study aims to find out the employee motivation factors and their further desire and expectation from the top management.

#### **3.3 RESEARCH APPROACH**

In order to conduct any study there are two basic approaches to research: the qualitative approach and the quantitative approach method.

## **1. QUALITATIVE RESEARCH**

Qualitative research is a method of inquiry employed in many different academic disciplines, traditionally in the social sciences, but also in market research and further contexts. The term qualitative means a non numerical data collection or explanation based on the attributes of the graph or source of data. Qualitative researchers aim is to gather an in-depth understanding of human behavior and the reasons that govern such behavior. The qualitative method investigates the why and how of decision making, not just what, where, when. Hence, smaller but focused samples are more often needed than large samples. As it involves attitudes, behavior and experiences, which play a crucial role in the study, only few people will be willing to actively participate in the research. However, these active respondents will be loyal till the end of the research, hence, the contact with these people tends to last longer. Qualitative methods produce information only on the particular cases studied, and any further conclusions are only hypotheses.

## **2. QUANTITATIVE RESEARCH**

Quantitative Research refers to the systematic empirical investigation of social phenomena via statistical, mathematical or computational techniques. The objective of quantitative research is to develop and employ mathematical models, theories and/or hypotheses pertaining to phenomena. The process of measurement is central to quantitative research because it provides the fundamental connection between empirical observation and mathematical expression of quantitative relationships. Quantitative data is any data that is in numerical form such as statistics, percentages, etc. Quantitative methods can be used to verify which of such hypotheses are true. Quantitative research is a type of research that attempts to determine the quantity or extent of some phenomenon in the form of numbers. This type of approach usually starts with a theory or a broad statement proposing a general relationship between variables. Different methods such as surveys and experiments are enrolled to test hypotheses or statements with a view to generalize from a particular aspect. Quantitative approach typically concentrates on measuring or counting as well as collecting and analyzing numerical data and, thus, applying the statistical test.



The research approach used in this study is quantitative research method. For this study, a survey was conducted and the tool of the questionnaires was used. Further, the response can be measured by various statistical tools based upon which a specified result can be obtained.

### **3.4 POPULATION AND SAMPLING**

Population refers to the entire group of people, events or things of interest that a researcher wishes to investigate. A sample represents only a part of a universe (quantity). In sampling method, only tiny part of the whole aspect of matter is considered and conclusion about the entire aspect is done on that basis.

Since, this study is about the role of motivation, the population for this study comprised the human resource of different organization. Therefore, employees are the population of the study. The census of the population is neither feasible nor desirable for the study of this nature that is why a sample from the population has been selected for the purpose of this study. The populations included in the sample were from different professions, age, groups, income groups, educational background and equally from both sexes, i.e. male and female. The respondents had to respond to the survey through filled up questionnaire.

### **3.5 SOURCES OF DATA**

The sources of data used in this study are of two types of information i.e. primary data and secondary data.

#### **1. SECONDARY DATA**

Secondary data is data collected by someone other than the user. Common sources of secondary data for social science include censuses, organizational records and data collected through qualitative methodologies. Secondary data analysis saves time that would otherwise be spent collecting data and, particularly in the case of quantitative data, provides larger and higher-quality databases that would be unfeasible for any individual researcher to collect on their own (Wikipedia). Secondary data are basically collected through various journals, periodicals, books, internet, reports prepared by research scholars in different fields.

## **2. PRIMARY DATA**

Primary sources are the original sources from which the researcher directly collects data that have not been previously collected. Primary data are first hand information collected through various methods such as observation, interviewing, mail survey, experimentation, etc. Primary data are directly collected by the researcher from their original sources. In this case, the researcher can collect the required data precisely according to this research needs, he/she can collect them when he/she wants them and in the form he/she needs them. When the data required for the social science research are not available from the secondary sources and they have to be directly gathered from the primary sources. In such cases where the available data are inappropriate, inadequate or obsolete, primary data have to be collected.

### **3.6 DATA PROCESSING AND ANALYSIS**

The tool that has been chosen to collect data is self administrated questionnaire. This type of collecting data does not require interviewer. Respondents are asked to fill the questionnaire and they read instruction on their own. The questionnaires were distributed in two different ways. In the first option, questions were sent by an e-mail with a link to an online survey on the internet. In the second option, they were distributed by hand for the lower level staffs that do not have internet access. There are two reasons that justify the decision to use those two methods. The advantage of an internet based survey is its low costs and the ability to cover a large group of employees. The period for data collection is long and respondents might be not motivated to fill out the questionnaire when they receive an email or may simply forget about it. As a result a response bias may occur if some of subgroups are more likely to cooperate than others. In order to reach high response rate questionnaires were also handed to lower level staffs. Such staffs were asked to complete them right away. There were several factors controlled to avoid biases. So, the same word formation was used as in an internet based and in a paper based questionnaire. Answers from both groups of responses were compared to check if there are no significant differences between them. Combination of those two approaches allowed getting a lot of responses from various groups of employees in a short time and at low cost. The secondary data

were collected according to the need of the study and they were adjusted with corresponding subject matter.

Based on the questionnaire set, various techniques were implemented for analysis. The following are the analysis techniques used:

- 1. Percentage Analysis:** Percentage method was used to show the difference and to express how large and small is one quantity from the other. It was also done to determine weights for calculating Weighted Means
- 2. Weighted Mean:** Weighted mean is a statistical tool, which shows the average figure considering relative importance of all the variables. It is simply the average weight of each component multiplied by their respective value divided by the total weight.
- 3. Graphical Analysis:** The data analysis and answer were graphically represented through bar diagrams, tables, pie charts etc.

## CHAPTER 4

### PRESENTATION & ANALYSIS OF DATA

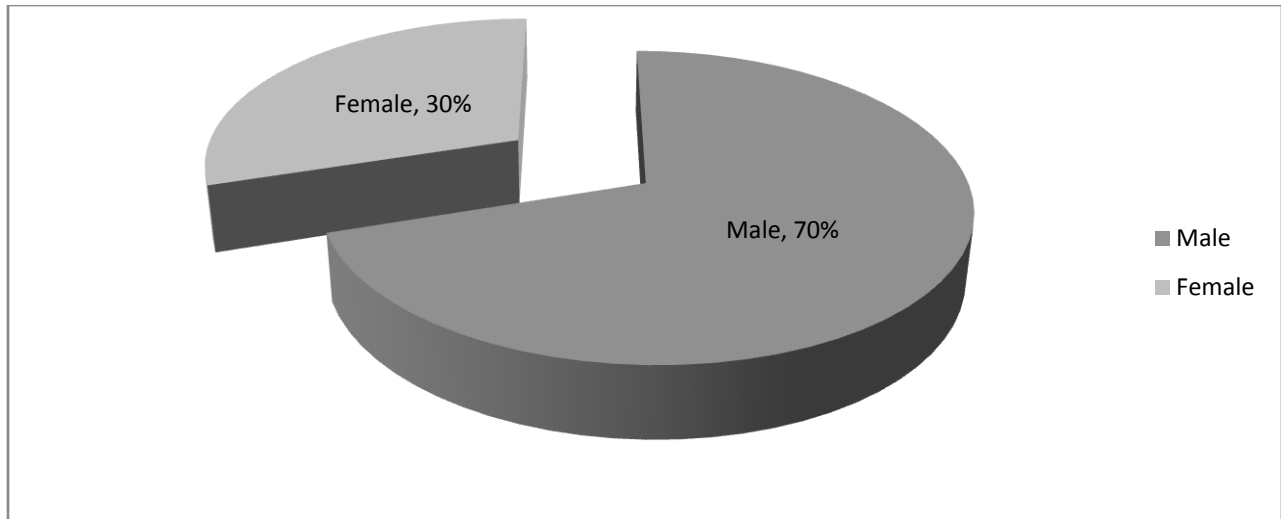
There were several steps to analyze findings of the research. The steps referred to 15 research questions and helped to find out the role of motivation in human resource management. Major objective of search is to find out the current trend of motivation in human resource management. In the respond on the objective of this research, views of different human resource have been collected like IT Professional, IT expert, administrators and other Business resources were analyzed. The questions were objective, ranking and subjective types. The respondent's views are analyzed in the following tables using statistical tools.

- Questionnaire
- Data Analysis
- Tabulation
- Presentation
- Pie Chart
- Bar Chart
- Other possible Chart.

#### 4.1 ANALYSIS OF INFORMATION

<b>Gender</b>	<b>Total</b>	<b>in %</b>
Male	68	70%
Female	29	30%
<b>Total Number of Respondents</b>	97	100%

**Table 4. 1 Summary of gender of respondents**

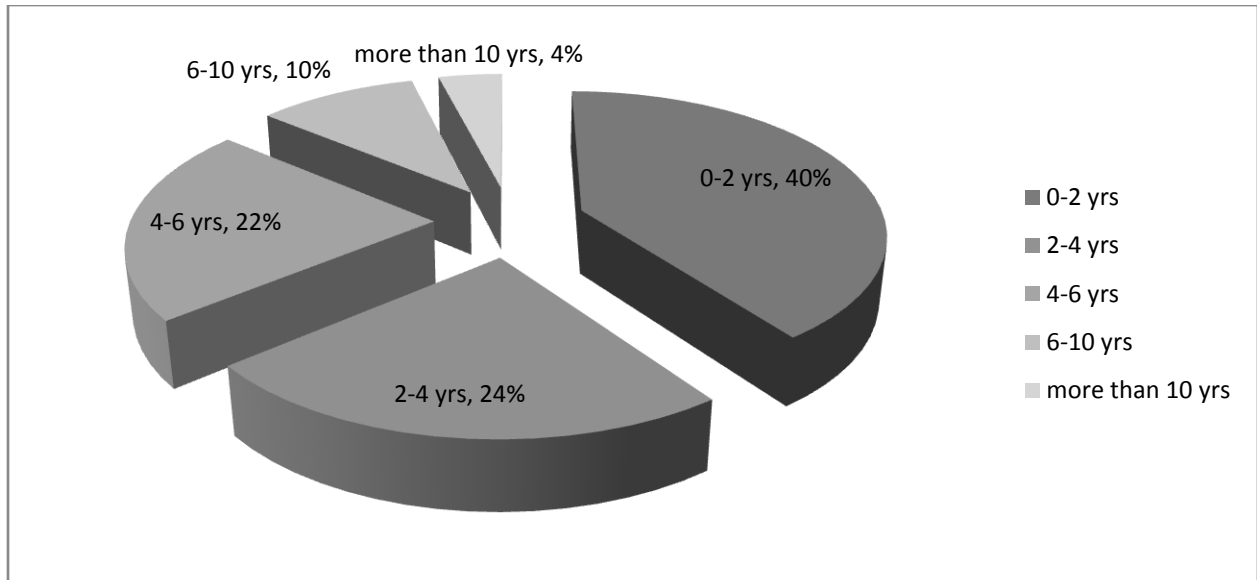


**Figure 4. 1 Summary of gender of respondents**

Table 4.1 and Figure 4.1 indicates that 70% of respondents who participated in the research were male where as the rest 30% who participated were female. The total numbers of respondent were 97.

<b>Length of Service</b>	<b>Respondents</b>	<b>in %</b>
0-2 yrs	39	40%
2-4 yrs	23	24%
4-6 yrs	21	22%
6-10 yrs	10	10%
more than 10 yrs	4	4%
<b>Total Number of Respondents</b>	<b>97</b>	<b>100%</b>

**Table 4. 2 Summary of length of service of respondents**



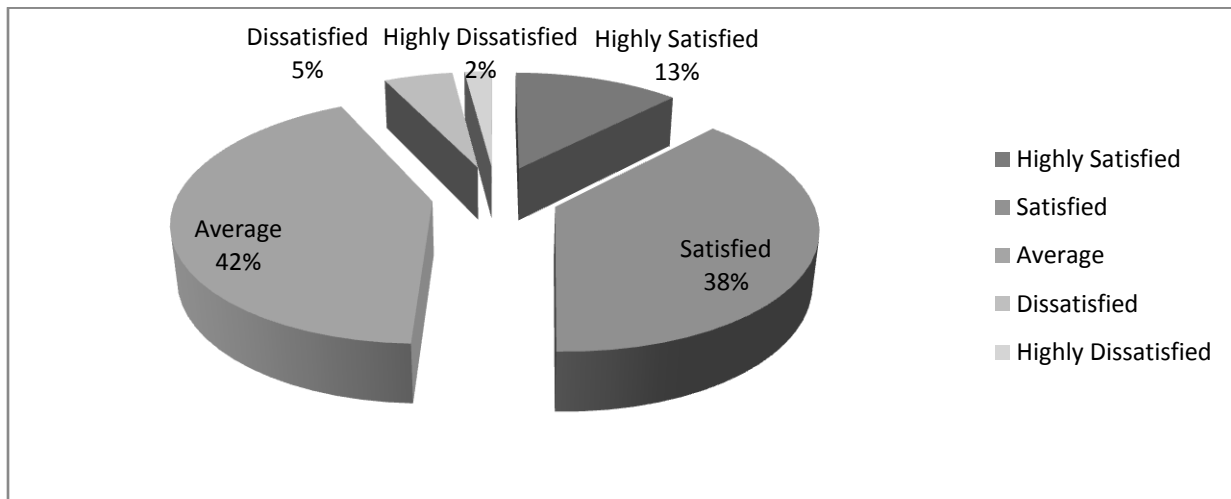
**Figure 4. 2 Summary of length of service of respondents**

Table 4.2 and Figure 4.2 indicate the summary of length of service of respondents in their respective organization. Here the table shows that 40% out of 97 respondents have been employed by the organization for 0-2 years. It is also interesting to notice that 10 of the 97 respondents, who participated in the study, have been employed by the organization for 6-10 years. And 23 and 21 respondents out of 97 have been employed for 2-4 years and 4-6 years respectively, where as only 4 respondents have been employed for more than 10 years.

All the respondents are employed for a sufficient period in which an employee can be exposed to any organization and be familiar with “how things are done” and be capable of answering the survey questions presented in this research study.

Level of satisfaction with working culture of an organization	Respondents	
	Number	%
Highly Satisfied	12	13%
Satisfied	37	38%
Average	41	42%
Dissatisfied	5	5%
Highly Dissatisfied	2	2%
<b>Total Number of Respondents</b>	<b>97</b>	<b>100%</b>

**Table 4. 3 Distribution of respondent’s perception regarding level of satisfaction with the working culture of an organization**

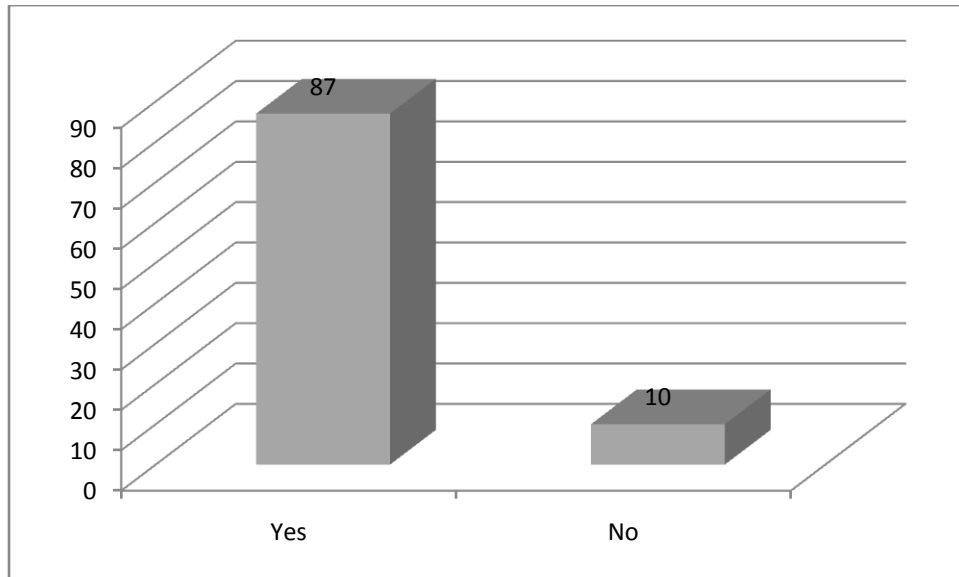


**Figure 4. 3 Statistics presentation of level of satisfaction with the working culture of an organization**

In the above table and graph, respondent’s perception is given about the level of satisfaction with the working culture of organization and out of 97 respondents 41 (42%) have average level of satisfaction for the working culture of an organization, 37 (38%) have responded for satisfied level and 12 (13%) have responded to highly satisfied level. However, 5 (5%) and 2 (2%) of respondent are dissatisfied and highly dissatisfies respectively.

Awareness of employee motivation	Respondents	
	Number	%
Yes	87	90%
No	10	10%
<b>Total Number of Respondents</b>	97	100%

**Table 4. 4 Summary for awareness of employee motivation**



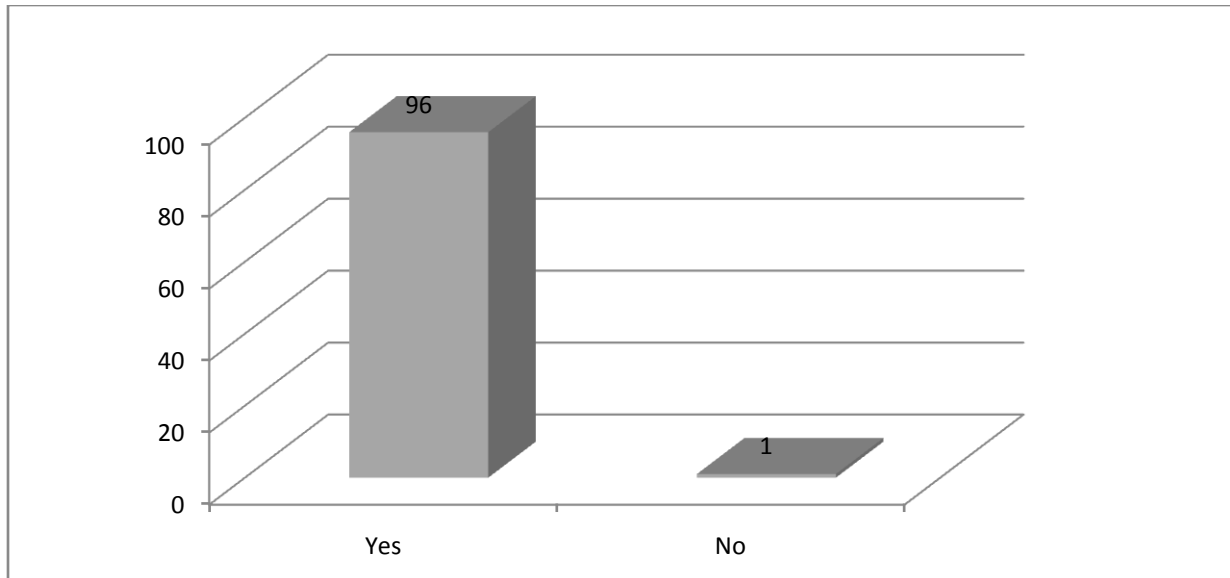
**Figure 4. 4 Statics presentation for awareness of employee motivation**

Table 4.4 and Figure 4.4 shows if the employee are aware of motivation or not. And the research result shows that 87 (90%) out of 97 are aware of it where as 10 (10%) are unaware of employee motivation.

Is motivation important for employee	Respondents	
	Number	%
Yes	96	99%
No	1	1%
<b>Total Number of Respondents</b>	97	100%

**Table 4. 5 Summary for importance of motivating employee**



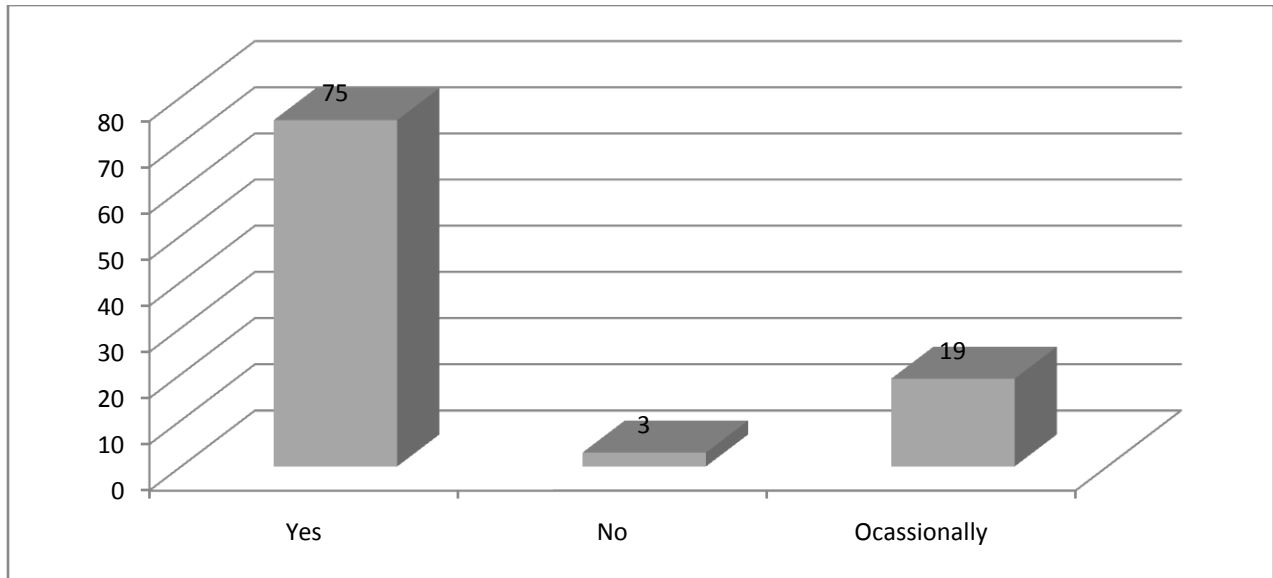


**Figure 4. 5 Static presentations for importance of motivating employee**

Above table shows if the respondent thinks motivation is important to employee. Maximum numbers of respondent thinks that motivation is important to employee i.e. 96 (99%) where as only 1% thinks it is not important for employee.

<b>Motivation Enhance your working performance</b>	<b>Respondents</b>	
	<b>Number</b>	<b>%</b>
Yes	75	77%
No	3	3%
Occasionally	19	20%
<b>Total Number of Respondents</b>	<b>97</b>	<b>100%</b>

**Table 4. 6 Distribution of respondent's perception regarding motivating to enhance working performance**

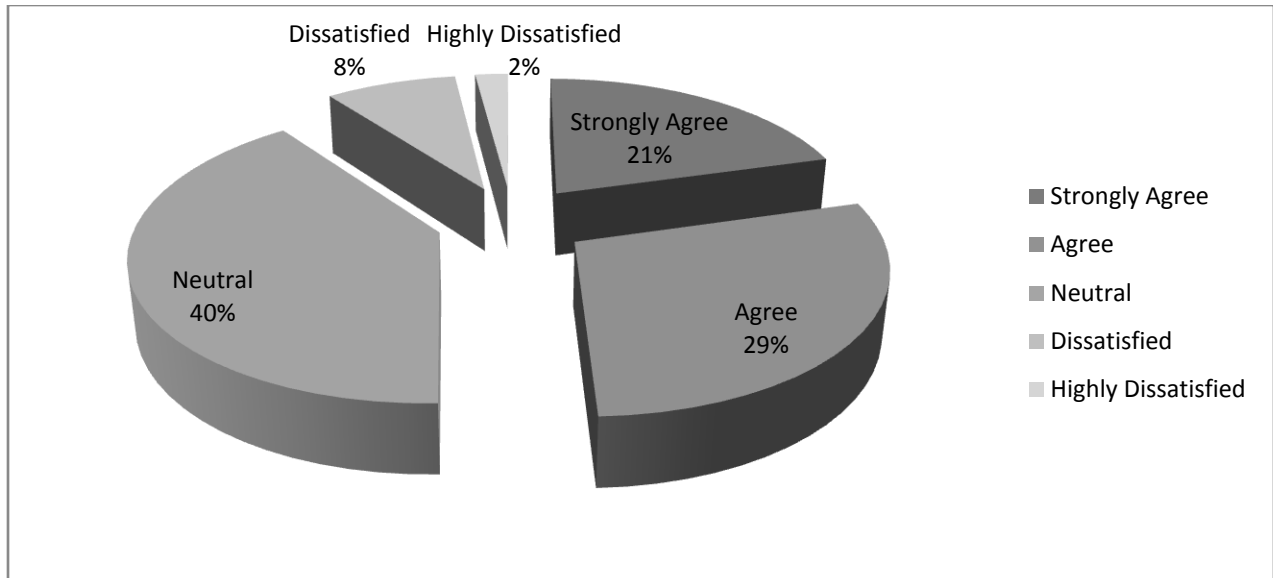


**Figure 4. 6 Statics presentation for motivation to enhance working performance**

In the above table and graph, respondent’s perception is given about if the motivation enhance working environment and out of 97, 75 (77%) respondents thinks ‘yes’, 19 (20%) thinks motivation occasionally enhance working environment. Whereas 3 (3%) thinks it does not enhance working environment.

<b>Management is really interested in motivating the employee</b>	<b>Respondents</b>	
	<b>Number</b>	<b>%</b>
Strongly Agree	20	21%
Agree	28	29%
Neutral	39	40%
Dissatisfied	8	8%
Highly Dissatisfied	2	2%
<b>Total Number of Respondents</b>	<b>97</b>	<b>100%</b>

**Table 4. 7 Distribution of respondent’s perception regarding if the management is really interested in motivating employee**

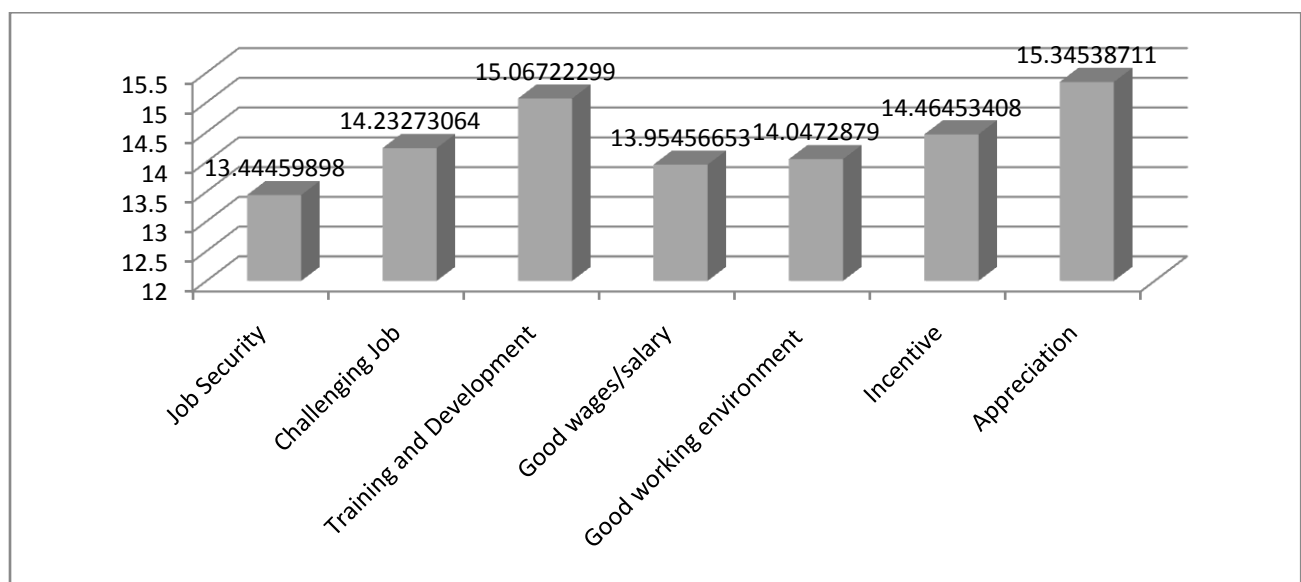


**Figure 4. 7 Statics presentation for if the management is really interested in motivating employee**

The above table and figure shows the respondent’s perception on if the management is really interested in motivating employee. The research shows that out of 97 respondents, 39 (40%) believed it’s neutral to the management interest in motivating employee. Similarly 28 (29%) and 20 (21%) of respondent out of 97 thinks that they agree and strongly agree respectively with the management interest in motivating employee. However, 8 (8%) and 2(2%) out of total respondents dissatisfied and highly dissatisfied with the management.

	Job Security	Challenging Job	Training and Development	Good wages/salary	Good working environment	Incentive	Appreciation
No. of resp.	97	97	97	97	97	97	97
Total Combined responses	290	307	325	301	303	312	331
Total No. of responses	2157	2157	2157	2157	2157	2157	2157
Avg rank	13.44459898	14.23273064	15.06722299	13.95456653	14.0472879	14.46453408	15.34538711
Rank	1	4	6	2	3	5	7

**Table 4. 8 Rank order of motivational factor**



**Figure 4. 8 Statics presentation for motivational factors**

Table 4.8 and figure 4.8 indicates the results of the order in which the respondents ranked the seven motivational factors listed in the questionnaire.

The rank order of the motivational factors was as follows:

- 1) Job Security- confidence about future within the organization.
- 2) Good Wages- wages that employees are paid.

- 3) Good Working Environment- quality of equipment, office environment etc.
- 4) Challenging Job- a job that is interesting and challenging.
- 5) Incentive- that are linked to performance and valued by employees.
- 6) Training and Development- that informs employees of their level of performance and progress towards achieving their goals.
- 7) Appreciation- that is non-subjective and accurately measures an employee's performance levels.

If the results from the study are compared to Maslow's hierarchy of needs, it reveals some interesting results. As per Maslow's hierarchy, the classification of each factor, whether the need is a lower-order or higher-order need. Job Security, Good Wages, Good Working Environment which was ranked as number one, two and three factors respectively is deemed as lower level needs. Whereas other factors deemed as higher level needs.

This study support Maslow's hierarchy of needs theory which states that as lower-order need(s) becomes substantially fulfilled the next higher-order need(s) increases in strength and thus becomes a powerful motivator (Erasmus et al, 2008:325).

If the results of the study are compared to Herzberg's two factor theory, the following outcome is important to note. Job Security, Good Wages, Good Working Environment which was ranked as number one, two and three factors respectively is what Herzberg classifies as hygiene factors. Smit et al (2007:343) explain that hygiene factors are associated with individuals' negative feelings about their work and these factors do not contribute to employee motivation. According to Griffin & Moorhead (2009:91), feelings of dissatisfaction may exist among employees if these factors are considered inadequate, however, when these factors were considered acceptable, the employees were still not necessarily satisfied; rather, they were simply not dissatisfied. A dissatisfied employee cannot be motivated. It is therefore important that managers first give attention to hygiene factors before introducing motivators into the employee's job. Only motivators can motivate.

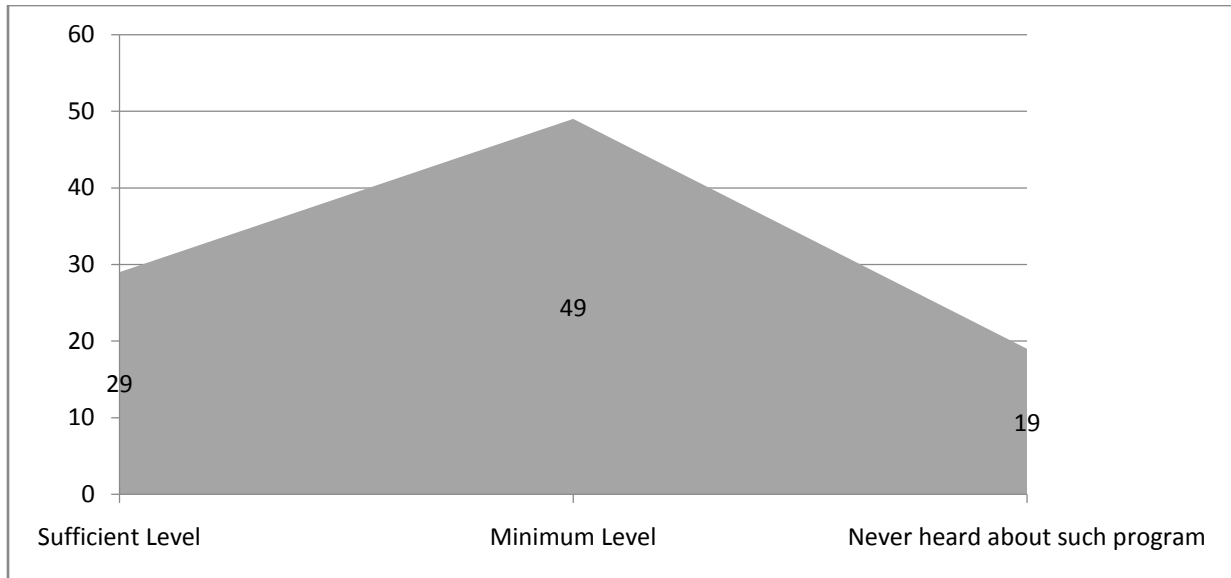
Factor such as Good Wages (rank=2), Incentive (rank=5), Appreciation (rank=7) according to the Adam's Equity theory, can cause employee to be de-motivated if a perception of inequity exists. According to Mukherjee (2009:156), equity theory is essentially a social comparison

theory, which emphasizes that people always judge themselves on the basis of comparison with others. Therefore Adam's equity theory would suggest that awareness of employees' perceptions is important to avoid inequity perceptions. If information about remuneration is shared in a transparent and honest manner, feelings of unfairness may be avoided and the manager and supervisor's image, as a fair individual, may be enhanced according to the Coetsee (2003:166).

Training and development, Challenging Job the motivating factor respondents ranked as sixth and fourth most important factor that influence employee motivation, is an important aspect of the expectancy theory, which according to Smit et al (2007:350), represents an individual's belief that a particular degree of effort will be followed by a particular level of performance. If employees are of the opinion that their efforts will not lead to performance, due to their lack of ability to perform expected tasks or due to unrealistic expectations on behalf of the employer, they will be de-motivated. Bagraim et al (2007:92) suggest that organization should train employees to increase their ability, confidence and self-efficacy to perform required tasks, further should give some challenging task. This will greatly enhance the employee's expectancy that his/her efforts will lead to performance levels that are desired by the organization.

<b>Level of Motivating Employee by Management</b>	<b>Respondents</b>	
	<b>Number</b>	<b>%</b>
Sufficient Level	29	30%
Minimum Level	49	50%
Never heard about such program	19	20%
<b>Total Number of Respondents</b>	97	100%

**Table 4. 9 Distribution of respondent's perception regarding level of motivating employee by management**

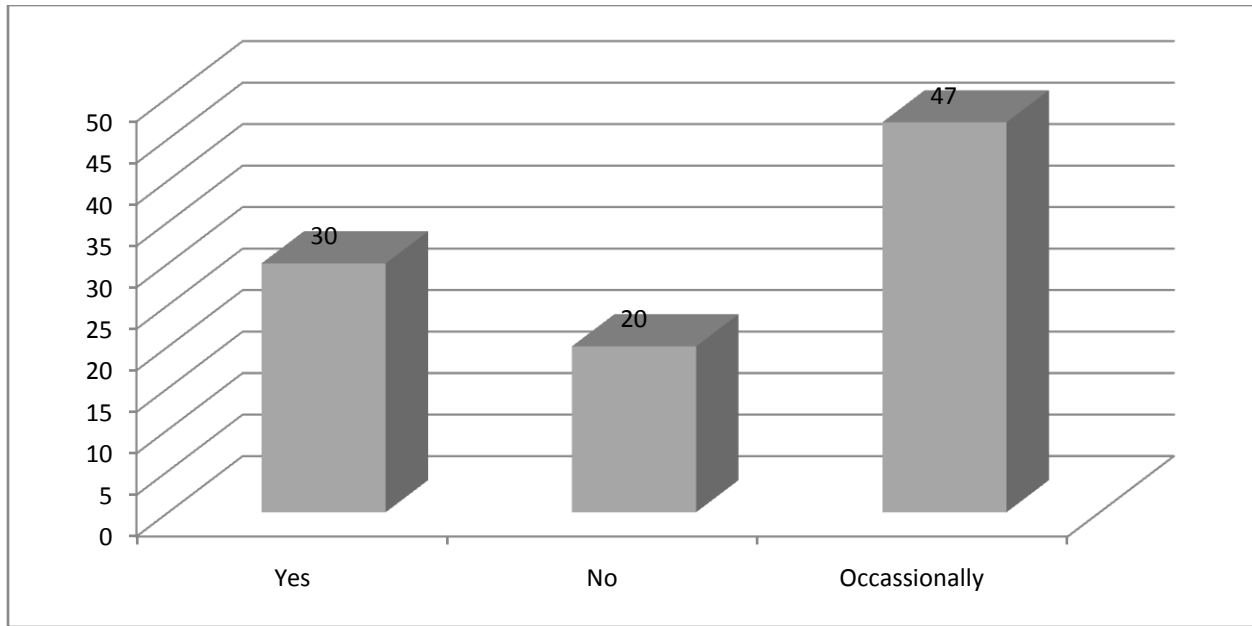


**Figure 4. 9 Statics presentation for level of motivating employee by management**

Above table and figure shows the distribution of respondent's perception regarding level of motivating employee by management. Here, 49 (50%) of respondent's out of 97 thinks that minimum level of effort have been done to motivate employee by management. Similarly, 29 (30%) of respondent thinks that sufficient level of effort have been done by management to motivate employee. However, 19 (20%) has never heard about such effort for motivating employee.

Involvement in decision making which are related to your department	Respondents	
	Number	%
Yes	30	31%
No	20	21%
Occasionally	47	48%
<b>Total Number of Respondents</b>	97	100%

**Table 4. 10 Distribution of respondent's perception regarding involvement in decision making related to your department**



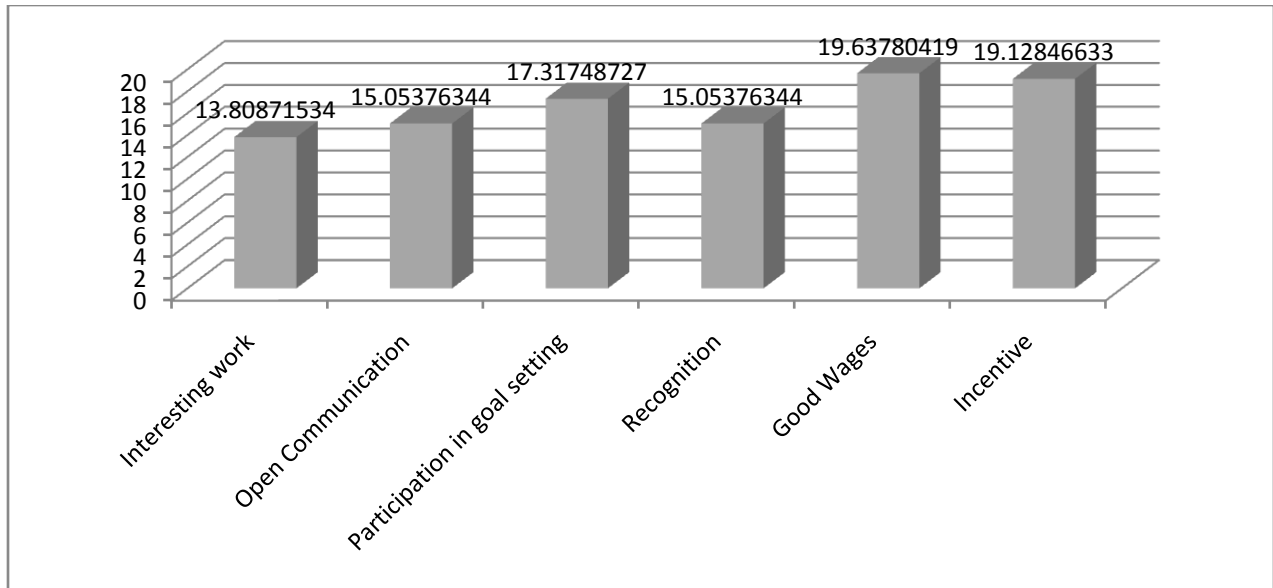
**Figure 4. 10 Statics presentation for involvement in decision making related to your department**

Table 4.10 and figure 4.10 describe the perception of respondent's for involvement in decision making related to our department. And the research shows that 47 (48%) out of total respondent agree that they are occasionally involved for decision making for their department whereas 30 (31%) are involved for decision making for their department. However rest 20 (21%) are never involved in decision making which makes clear vision that top management makes every decision on their behalf.

	Interesting work	Open Communication	Participation in goal setting	Recognition	Good Wages	Incentive
<b>No. of resp.</b>	97	97	97	97	97	97
<b>Total Combined responses</b>	244	266	306	266	347	338
<b>Total No. of responses</b>	1767	1767	1767	1767	1767	1767
<b>Avg rank</b>	13.8087153	15.0537634	17.31748727	15.05376344	19.6378	19.12847
<b>Rank</b>	<i>1</i>	<i>2</i>	<i>4</i>	<i>3</i>	<i>6</i>	<i>5</i>

**Table 4. 11 Rank order for reason to stay in present job**





**Figure 4. 11 Statics presentation for the reason to stay in present job**

Table 4.11 and figure 4.11 indicates the results of the order in which the respondents ranked the six reasons that employee stay at present job.

The rank orders are as follows:

- 1) Interesting Work
- 2) Open Communication
- 3) Recognition
- 4) Participation in goal setting
- 5) Incentive
- 6) Good wages

There were three open questions in the questionnaire which most of the respondents has answered. For the question what is the biggest headache with current system process within your organization? Some of the interesting answers from the respondents are as follows.

- 1) Lack of systematic management.
- 2) Communication gap between team member and team head.
- 3) Lack of performance evaluation.
- 4) Insufficient salary scale.
- 5) No motivational program.

- 6) Unfulfilled commitment.
- 7) No training facility.
- 8) Lack of HR policy and staff retention policy.

Some other interesting answer were given by the respondents for the open question which stated as “What is the future changes do you want to make within system policy and procedure within an organization?”

- 1) Transparency decision by top level management.
- 2) Recreation activities like hiking, trekking etc
- 3) Training and development program.
- 4) Good working environment.
- 5) Timely motivational program.
- 6) Implementing new technology.

Any other suggestion/information you want to share with us related to your system/process is the last open question to the respondents. And listed following are some of the answer that were given by the respondents.

- 1) Corrective action should be taken as required.
- 2) Friendly environment should be always maintained.
- 3) Proper managerial commitment must be set for motivation.
- 4) Equal rule for higher and lower staff.
- 5) Level of motivation should be observed and revised in yearly basis.
- 6) Some changes in recruitment process.

## **4.2 MAJOR FINDINGS**

With the questionnaire survey method, the major findings of this study after the tabulation, presentation and analysis of the collected data can be listed as:

- 1) Majority of the respondents who participate in survey are male.
- 2) Majority of the employee who has been serving for their organization are 0-2 years.

- 3) Opinion of the respondents shows that they are average level of satisfaction with the working culture of an organization.
- 4) When respondents were asked about the awareness of employee motivation 90% of respondents has given positive feedback while 10% are not aware of employee motivation.
- 5) 77% of the respondents thinks that motivation enhance their working performance, 20% thinks that motivation occasionally enhance their working performance while 3% thinks that motivation does not play important role to the work performance.
- 6) Maximum numbers of respondents think that management has an unreactive situation when they are asked to motivate their employee for which respondents has 39 (40%) agreed on this. While 28 (29%) and 20 (21%) of respondents are agree and strongly agree respectively that their management is motivating their employee to do the task.
- 7) Job Security has been rated and ranked as number one motivational factor. Good wages/salary, Good working environment have been ranked as number two and three motivational factor. Rest of the other are on the lower level of motivational factor.
- 8) According to the respondents, management is taking minimum level of step for motivating employee. Every management should make a further step to motivate its employee.
- 9) Employee rights of decision making should be enabled but employees are occasionally involved in decision making according to the respondents.
- 10) Interesting work is rated and ranked as number one reason to stay in present job, while Open Communication and Recognition of an employee are ranked as number 2 and number 3 respectively.
- 11) The research presented in this paper brings several implications for manager, and HR professionals. However, the result might be interpreted in many ways according to the different motivation theories. It has been found which motivation factors are the most important for employee.

## **CHAPTER 5**

### **SUMMARY, CONCLUSION AND RECOMMENDATIONS**

The final chapter of the study Summary, Conclusion and Recommendation summarizes the whole study, spells out conclusion and suggest the concerned organization for the betterment. In this way, the chapter is divided three distinct parts: Summary, Conclusion and Recommendation.

#### **5.1 SUMMARY**

Keeping employees motivated is a challenging prospect, hence the many theories of motivation that have been developed over many years.

This research consisted of a study on the role of motivation for human resource. The main purpose of the study was to describe and analyze the motivation factor, level of satisfaction with the working culture of an organization for its employees. This was done in detail in Chapter 4, which included questionnaire information and participant observation to provide a detailed description and analysis of the organization in the employees from its inception.

Online questionnaire and paper based questionnaire were distributed to 103 respondents where research outcome were based on the answer provided by 97 respondents. The results suggest that employees are motivated by factors from many different categories. Therefore, the most efficient approach to their motivation should not be based solely on intrinsic motivators neither on extrinsic motivators. By being aware of the factors that are the most important for human resource can meet the challenge of attracting, motivating and retaining them.

The theoretical part of thesis showed that a nature of motivation is very complex there is no simple answers to the question what motivate employees. The results of the research conducted in order to find and analyze motivator factors that motivate human. Those findings suggest that managers and HR professionals who deal with human resource should not base only on money as a primary motivation tool. On the other hand, although non-monetary motivators are definitely powerful, they are not likely to lead to the optimal performance if they are the only source of motivation.

## 5.2 CONCLUSION

Motivation is a complex dynamic, due to the fact that people behave differently when faced with the same challenges under similar circumstances. It is important however to continuously measure employee motivational levels to proactively anticipate areas of concern that might lead to a decline in the levels of motivation within the organization, which could have an adverse effect on the profitability of the organization due to reduction in overall productivity and performance.

The ranks of motivational factors that motivate human resource in an organization according to this research are as follows:

- 1) Job Security
- 2) Good Wages
- 3) Good Working Environment
- 4) Challenging Job
- 5) Incentive
- 6) Training And Development
- 7) Appreciation

The ranks of the reason to stay in the present job according to this research are as follows:

- 1) Interesting Work
- 2) Open Communication
- 3) Recognition
- 4) Participation in goal setting
- 5) Incentive
- 6) Good wages

This is clear that what human resource want and what they are getting is a two different things. So, Effective managers should realize that in order to motivate their employees they need to understand their employees and identify what motivates them. It is important to realize that

people have different needs, goals and objectives and will act differently toward obtaining or achieving their goals or satisfying their need deficiencies

### **5.3 RECOMMENDATIONS**

The main problem of this study was to evaluate the extent to which employees in the organization are motivated. Recommendations that follow are aimed at specifically improving these areas of concern.

#### **I. Good Salary/ Wages**

Literature revealed that hygiene factors cannot motivate employees they can lead to employee dissatisfaction if these factors are not adequately provided for. Therefore it remains important not to neglect any of the hygiene factors. The research has concluded that job security, good wages and good working condition are the most important factor of motivation, and which are hygiene factors, are more than adequately provided for by the organization.

Employee will compare their salaries with their peers to establish if they are fairly or equitably rewarded. The researcher is of the opinion that this can be prevented, to a large extent, if the organization is more transparent about salaries. Creating pay grades for each job title, which employees are familiar with, will prevent employees from making inaccurate assumptions regarding their salaries. Annual salary increases should be inflation related. It is recommended that exceptional performance is not rewarded through salary increases, but rather by bonus or incentive schemes. Rewards should be transparent and the basis of distributing rewards should be communicated to the entire organization. Management need to ensure that staff salaries are reviewed annually to ensure that staff wages are market related. These statistics should also be made available to the entire organization.

#### **II. Training And Development**

To enhance on-the-job training the organization also needs to consider the appointment of a dedicated fulltime training officer. It is vital that employees are continuously developed in all areas of their jobs. Employees should be monitored to identify areas where improvement is

required and appropriate training should be introduced to enhance their abilities, which will also enhance the possibility of future advancement within the organization.

The training officer can also be responsible for creating e-training. This could consist of exercises, aimed at enhancing skills, which employees can complete on the organization's intranet. Employee scores can be made available to the rest of the organization and it could be promoted as an internal competition.

Employees should also be engaged to establish their training needs. Employees use a variety of computer software programs. Their abilities should be measured and training should be provided if required. This will not only enhance the skills of the employee, but could enhance the quality of their work and could improve productivity if they are trained to use these software packages more effectively.

### III. Recognition And Appreciation

Recognition and appreciation of achievements is an esteem need, according to Maslow's hierarchy of needs. It is important that the organization ensures that recognition is fair and equitable. It needs to be remembered that the perception of team members of what is regarded as fair treatment is based on the comparison they make on how they are treated relative to other team members. Recognition can either be intrinsic or extrinsic. It is the responsibility of the managers and supervisors to be aware of what form of recognition is valued by the team members.

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## APPENDIX

### Appendix I: QUESTIONNAIRE

Respected Sir/Madam,

As a part of my thesis I would like to gather some information from you which will help me in depth study of thesis. I would be grateful if you co-operate with me in filling the questionnaire.

Deepa Shrestha

#### **Kindly fill the following:**

Name: .....

Date: .....

Gender:  Male  Female

1) Since how many years have you been working in this organization?

0-2 years  2-4 years  4-6 years  6-10 years  more than 10 years

2) Rate your level of satisfaction with the working culture of the organization?

Highly Satisfied  Satisfied  Average  Dissatisfied  Highly Dissatisfied

3) Are you aware of employee motivation?

Yes  No

4) Is motivation important for employee?

Yes  No

5) Do motivations enhance your working performance?

Yes  No  Occasionally

6) Management is really interested in motivating the employee?

Strongly Agree  Agree  Neutral  Disagree  Highly Disagree

7) Rank the following factors which motivates you most?

(1 to be the highest ,rank 1,2,3,4.....respectively)

No.	Factor	Rank
a	Job Security	
b	Challenging job	
c	Training And Development	
d	Good Wages/Salary	
e	Good working environment	
f	Incentive (Award/Promotion/Bonus)	
g	Appreciation	

8) Which type of incentives motivates you more?

- Financial Incentives     Non- Financial Incentives     Both

9) Does employee motivation impact organization performance?

- Yes                       No                       May be

10) In what level programs are operated by management level to motivate their employee?

- Sufficient Level  
 Minimum Level  
 Never heard about such program

11) What is the biggest headache for you with the current system process within an organization?

.....  
.....  
.....  
.....

12) Does the top management involve you in decision making which are related to your department?

- Yes                       No                       Occasionally

13) What are the reasons that you stay at your present job?

(1 to be the highest, rank 1,2,3,4.... Respectively)

No.	Factor	Rank
a	Interesting work	
b	Open Communication	
c	Participation in goal setting	
d	Recognition	
e	Good Wages/Salary	
f	Incentive (Award/Promotion/Bonus)	

14) What future changes do you want to make within system/policy and procedures within an organization?

.....

.....

.....

.....

15) Any other suggestion/information you want to share with us related to your system/process?

.....

.....

.....

.....

## Appendix II: RANK ORDER OF MOTIVATIONAL FACTOR

Rank	Job Security	Challenging Job	Training and Development	Good wages/salary	Good working environment	Incentive	Appreciation
1	32	21	23	36	30	29	33
2	17	28	21	12	17	17	10
3	15	12	11	12	14	12	10
4	10	10	13	9	7	9	11
5	8	13	5	11	15	11	9
6	6	2	18	5	4	11	9
7	9	11	6	12	10	8	15
<b>Total Combined responses</b>	290	307	325	301	303	312	331
<b>Total No. of responses</b>	2157	2157	2157	2157	2157	2157	2157
<b>Avg rank</b>	13.444599	14.23273064	15.06722299	13.95456653	14.0472879	14.46453	15.34538711
<b>Rank</b>	<i>1</i>	<i>4</i>	<i>6</i>	<i>2</i>	<i>3</i>	<i>5</i>	<i>7</i>

### Appendix III: RANK ORDER FOR REASON TO STAY IN PRESENT JOB

<b>Rank</b>	<b>Interestin g work</b>	<b>Open Communicati on</b>	<b>Participati on in goal setting</b>	<b>Recogniti on</b>	<b>Good Wages</b>	<b>Incentive</b>
<b>1</b>	36	21	12	30	15	14
<b>2</b>	19	29	25	15	22	20
<b>3</b>	19	21	27	21	10	13
<b>4</b>	9	12	11	18	12	22
<b>5</b>	7	8	13	7	18	11
<b>6</b>	7	6	9	6	20	17
<b>Total Combined responses</b>	244	266	306	266	347	338
<b>Total No. of responses</b>	1767	1767	1767	1767	1767	1767
<b>Avg rank</b>	13.808715 34	15.05376344	17.3174872 7	15.053763 44	19.637804 19	19.12846 63
<b>Rank</b>	<b>1</b>	<b>2</b>	<b>4</b>	<b>3</b>	<b>6</b>	<b>5</b>