

## **AN OVERVIEW OF STUDIES RELATED TO EMPLOYEE MOTIVATION**

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### **Abstract:-**

Motivation is a device which directly influences the employees to work energetic and persistence. Motivation helps the organization to achieve the desired goals. Pinder (1998) says that work motivation is a part of initiate work and forces the related factors like behavior; determine the form, intensity of the employees. The purpose of this study is to present a literature of reviews related to employee motivation. The research is focusing on articles published later in the 21<sup>st</sup> century. It shows the current themes and empirical study of employee motivation. As many as 40 articles were taken into consideration. The researcher identified the factors like Self-Efficacy, Reward, Intrinsic, Extrinsic, Empowerment, Goal Setting are included in Employee Motivation. The literature supports the motivational factor of the organization to achieve the goal settings and their implications in the organizational setting.

**Key Words:** Self-Efficacy, Reward, Intrinsic, Extrinsic, Empowerment, Goal Setting.

### **Introduction:**

Employee motivation can stimulate the employees and helps him/her towards work commitment and satisfaction. Motivation is a device which directly influences the employees to work energetic and persistence. Motivation helps the organization to achieve the desired goals. Pinder (1998) says that work motivation is a part of initiate work and forces the related factors like behavior; determine the form, intensity of the employees. Lawler defined employee's motivation as a "highly complex component to action on both organization and employees. This paper is contributed from the previous related articles it provide a different factors and tools to contribute the work.

### **Literature Reviews:**

In this paper the literature of review was taken from various foreign and Indian research papers. The researcher has taken more interest in employee motivation in organization. However, it is essential to review all related material which have a relevant on the topic selected. The researcher has reviewed the literature of employee motivation in different fields and their findings are available below. The review of related literature gives an overview to the researcher topic and for framing the objectives and hypotheses and identifying variables etc. In the present study 40 literatures were collected from various resources for last 12 years (2006-2017).

James L.Perry, Debra Mesch and Laurie Paarlberg (2006) examined the social and behavioral science to identified about motivating employees performance in public, private and non-profitable organization. This analysis informs that the research is based on four traditional elements of performances of employees incentive, employee participation, goal setting and job design (Locke et, al.) (1980). The researcher focus and analysis 62 articles for reviewing the impact of employee performance and four traditional element. 30 meta-analysis of prior articles on public, private, non-profitable organizational motivation.

Leisha Dehart-Davis, Justin Marlowe, Sanjay K.Pandey (2006) examined public administration evaluated the control over male in public administration theory and practice. Public service motivation is one of the important areas in public administration. It communicated both male and female employees. The researcher recognizes that declaration of knowledge and the gender dimensions of public service employee motivation. The researchers hope that this development will be happened in the near future.

Martina Blaskova(2007) has analysed motivation with seven dimensions they are creation, planning, object, subject, used method, adoptability to individual and sectional difference, evaluation and requirements. This article is also shows the possibility to perceive of human management and development processes as motivation. The motivation programs and quality of creating are the most important process of employee permanent growth system of management development and profit of the organization.

CA Arnolds and DJL Venter (2007) examined that employee motivation is the biggest challenge for managers to face the business strategies to achieve the commitment to operating excellent. The research analysis and investigate about the rewards provided to employees in manufacturing and clothing of retail firms. As a result of the analysis show that paid holidays, retirement plans, fringe benefits are the most important motivational reward for individual blue collar and frontline employee to work excellent.

Bradley E.Wright (2007) analysed the advances and understanding the employee work motivation and performance of public sector employees psychology by using goal theory. The new framework was framed and using of empirical test and make strong theoretical framework by suggest goal theory is to stratified the task, mission of public service employee work motivation and performance. The mission is most important to increase the employee work motivation by making the job most important and controlling the effect of performance related reward.

Brown & Hughes (2008) researcher conducted a estimate on teachers and administration understanding regarding the intrinsic and extrinsic motivation factors of teachers. For comparing both teachers and administration two independent t-test were used. There is a significant difference in teacher and administrative opinions. Administrators feel that teachers are motivated more through extrinsic factors. While at the same time teacher are think that administrators are highly motivated through intrinsic motivational factors. Thus both are thinking and believed that female are more motivated by intrinsic than male.

Jana Urdzikova & Jozef Kiss (2009) researcher found employee Motivation is the most important Human Factor of an Organization and the values and resources available in the organization. Researcher says that work motivation is achieved by self-motivation and management's efforts and stimulation.

Vladimiras Grazulis (2009) analysed psychologist Frederick Irving Herzberg Book for refering about the employee motivation. The researchers use two factor motivation theory for the researcher practice. The researcher argues about the favor of latest scenario of previous research in the period of 2003-2009 with 1600 respondents. This article recommended Herzbergs theory for best work settings in the organization.

Farhad Ebrahim Abadi et.al.,(2011) investigate and focus on human resource in harmonize with the inner and outer side of organizational changes, participation achievement and employee motivation in training is facilitated and acquisition of goals and cost-wasting in human resource. The researcher use expectancy theory for identifying the influence of motivational factors. As a result they founded that situation, expectancy, intrinsic are affected employee motivation and employee participate in training and influential factors which cannot satisfied employee expectation in organization.

Noni Hartika Binti juhari et.al.,(2011) analysed the relationship between 5s system with employees motivation. The research size is 150 respondents and all the respondents are employees of Nibong Tebal paper mill sdn. Bhd (NTPM) and Mude paper mill Sdn. At finally the researcher analysis and found that communication, training, have the positive significant relationship with

employee motivation. Reward and recognition and top management role are not have a positive significant with 5's system.

Rajeswari Devadass (2011) researcher has studied the literature of review related to employees motivational practices in the organization, focused on related articles during ten years from 1999-2010 completed. A empirical and theme on related literature are taken as evidence for special motivation of the organization. Totally forty articles are taken as integrated literature for analysis of how employee characteristic, job characteristic, management practices and environmental factors are involved in employee's motivation. The research shows the link between qualitative and quantitative studies. Finally identified that employee characteristic, job characteristic, management practices and environmental factors have influence on organizational employee motivation.

Quratul-Ain Manzoor (2012) found that Empowerment and Employee Recognition are the two factors for employee motivation to lead the organization effectiveness. The recognition and empowerment plays an important role to create employee motivation towards organizational tasks. The Employee recognitions between this was conducted by Rizwan  $r= 0.13$   $P<0.0$ , Reena  $r=.92$ ,  $P<.01$  and Salman (.251). The findings of analysis that appreciation and recognition of employees and employees tasks are fulfilled employees do the work with more energetic and dedication to the organization.

Chukwudi Francis Anyim (2012) found that motivational factors are divided into two groups they are monetary factors and non-monetary factors salaries or wages, bonus, incentives, special individual incentives are factors motivating employees on the payment basis and status or job title, Appreciation and Recognition, delegation of authority, Working conditions, job security, job security, job enrichment, workers participation, cordial relations are the most important factors to motivate the employees in psychological way to make them satisfied and make them to effective and efficient.

P.Matthijs Bal, Simon B. De Jong, Paul G.W.Jansen & Arnold B.Bakker (2012) investigated about the I-deals of motivational factors to motivate employees to continue after retirement. They use two types of I-deals development and flexibility to be possible to motivate them to employees to continue in work after the retirement. The employees are continue in their work after they satisfied with the suitable climate of the unit worked they want a development in the organizational climate that should be moderate. I-deals should be a motivational factor to make the employee to work in high development climate or low accommodation.

Asghar Ali & Muhammed Naseem Akram (2012) researcher found that employees are the human capital of the organization. When the employees are motivated and satisfied on their work

they will performed their duties actively and delegated. The research sample is 186 employees working in pharmaceutical industry. The result shows the gender and age wise motivation and satisfaction of employees with respect of salary and position. Hypotheses test is used to find out the relationship between motivation financial rewards and satisfaction of employees. They are having high financial rewards and they are satisfied with their salary and job position.

Sadia Rashid & Uzma Rashid (2012) found the motivation as a multifactorial phenomenon. Motivation on workplace is an unlimited tussle for both employees and employer. The purpose of this article is to identified and discussed about the factors influenced in employees motivation and to identified the difference between the employees of public and private sector employees motivational factors formed in the banking sector. The survey method was used for data collection. The study indicates about the effect employee's motivation and the related factors. Public sector employees are motivated by their work and have more balance between family life and work. Private sector employees are more motivated through reward, career development and supportive environment and employee work motivation were made.

Behnaz Pakdel (2013) researcher found that motivation is considered as a human society particularly for the researchers and experts in education. There is many theorists and research persons on educational psychology for carrying and put a validity and special role for motivational and psychological system in educational behavior. So that the researcher explains the concept of motivation in historical way, compared the goal and the process of psychological, social and educational motivations and it is classified for analyzing the theories about individual Motivations.

Ramesh Kumar and Dinesh Kumar (2013) found out twelve parameters to measure Employee Motivation worker satisfaction at workplace, employee engagement motivational strategy on workplace, career development, career advancement opportunity within organization, Employers commitment to professional development, job-specific training by organization to workforce, paid training and tuition reimbursement programs for motivation, employee relationship with management, workforce relationship with immediate supervisor, pay to workforce as motivational strategy, benefits to employee from employer.

Jacob Cherian (2013) investigates meta- analysis to find the individual performance and analysis the relationship between employee motivation, self-efficacy and work performance of the employees. The self-efficacy theory was used by more management scholar to identified efficiency of the employees. The researcher used self-efficacy on the individual performance at workplace and on which mechanism the self-efficiency of an individual to found his/her work related motivation and

performance. Thus it is necessary to found out the improvement and implication of self-efficacy to motivate and improve the performance of employees.

Pavithra.J (2013) investigates motivation of employee’s psychology in an organization. Psychological factors for motivating employees are Arousal, Direction, Intensity it is used as a tool to help prediction for Motivation. Environment factor influenced for better performance and work place behaviors. The organization has to structure the environment of organization to increase productive and boost the employees who are unproductive in the organization.

Wan Fauziah Wan Yusoff & Tan Shen Kian (2013) researcher found that the organization have to determine the best ways to motivate the employees. This paper descured about the X&Y Generation employees. Motivational factors in electronic and electrical industry in Malaysia. Quantitative Approach was used with self-administered questionnaires for data collection from employees for this study. It shows the X&Y generation employees have difference in Intrinsic and Extrinsic Motivational factors. It requests the organization to modulate the procedure and operations to satisfied X&Y generation Group of Employees.

Vartikka Inderman & Mohamed Saheed Bayat(2013) researcher found that organizations are having strong pressure in their environment to be effective and at the time they produced a value products. Their workforce is optimistic at time of organizations competitive advantage. The employees of the organization have a high level of performance and productivity. When dissatisfied in work they produced low and low absent and turnover. The research is done to find the relationship between employee performance and job satisfaction.

**Table 1. Related Factors involved in previous research works in Indian and Foreign studies on Employee Motivation(EM)**

Researchers	Identified Factors from various Literature of EM	
	Employee motivation factors	Related factor
James L.Perry, Debra Mesch and Laurie Paarlberg (2006)	Social & Behavioural Science	Incentive
		Employee Participation
		Goal Setting, Job Design
Leisha Dehart-Davis, Justin Marlowe, Sanjay K.Pandey (2006)	Public Administration	Gender Dimension
Martina Blaskova(2007)	Motivation dimensions	Creation, planning
		Object, subject
		used methods adaptability, evaluation and requirement
CA Arnolds and DJL Venter (2007)	Business Strategies	Paid Holiday
		Retirement Plan
		Fringe Benefits

Bradley E.Wright (2007)	Psychological Framework	Controlling, Performance
	Goal Theory	Extrinsic Rewards
Brown & Hughes (2008)	Teachers and Administration	Intrinsic Motivation
		Extrinsic Motivation
Jana Urdzikova & Jozef Kiss (2009)	Employee Motivation	Management Efforts
		Human Factors
		Self-Motivation
Vladimiras Grazulis (2009)	Two Factor Theory	Hygiene Factor and Challenges
Farhad Ebrahim Abadi et.al., (2011)	Expectancy Theory	Intrinsic
Noni Hartika Binti juhari et,al., (2011)	5s System	Instrumentally
		Reward, Recognition
		top Management role
		Communication
Rajeswari Devadass (2011)	Employee Motivation	Training
		employee characteristic
		job characteristic
		management practices
Quratul-Ain Manzoor (2012)	Employee Motivation	environmental factors
		Recognition
		Empowerment
		Organizational Effectiveness
Chukwudi Francis Anyim (2012)	Motivational Factors	Monetary
		Non-Monetary
Asghar Ali & Muhammed Naseem Akram (2012)	Motivation and Satisfaction	Financial reward
		Salary
		Job Position
P.Matthijs Bal, Simon B. De Jong, Paul G.W.Jansen & Arnold B.Bakker (2012)	I-Deals	Accommodative Climate,
		Motivating to Continue
		Work after Retirement
Sadia Rashid & Uzma Rashid (2012)	multifactorial phenomenon	reward
		career development
		supportive environment
Behnaz Pakdel (2013)	Motivation	Goal
		Individual Motivation
Ramesh Kumar and Dinesh Kumar (2013)	Employee Motivation	Engagement
		Career development
		Opportunity,
		Commitment,
		Training
Jacob Cherian & Jolly Jacob(2013)	Meta-Analysis	Performance
		Self-Efficacy
Vartikka Inderman & Mohamed Saheed Bayat(2013)	Environment	Employee Performance
		Job Satisfaction
Timothy A.Judge & Remus Ilies(2013)	Meta-Analysis	Goal Setting,
		Expectancy
		Self-Efficacy
Pavithra.J (2013)	Psychological Factors	Work Environment
		Performance

Wan Fauziah Wan Yusoff & Tan Shen Kian (2013)	X&Y Generation	Intrinsic Motivation
		Extrinsic Motivation
Maryam T.Abbah(2014)	Employee Motivation	Organizational Management
Vibhu Hinmay (2014)	Motivation	Intensity
		Incentive or reward
		Goal
		Expectation
Hashim Zameer (2014)	Motivation	Job Enrichment
		Job Security
		Salary
		Incentives,
Seyed Abdol Rasoul Hosseini (2014)	Social Need	Communication
	Physiological Needs	Satisfaction
Irum Shahzadi et.al.,(2014)	Employee Motivation	Job Promotion
		Intrinsic Effectiveness training
Bhumika Gupta and Jeayaram Subramanian (2014)	Motivation	Promotion
		Salary
		Workload
Mozhde Mellati and Nazanin Pourgheisar (2014)	Educational Motivation	Achievement,
		Perfection,
		Curriculum Activities
Veerabramham & Nagaraju Kolla (2014)	Employee Engagement	Intrinsic
		Reward,
		Psychological,
		Satisfaction
Idah Naile & Jacob M Selesho (2014)	Leadership Style	Job Satisfaction
K.P.Singh (2015)	Employee Motivation	Empowerment
	Organization Effectiveness	Recognition
Hazen Abou Agwa and Ibrahim Salem (2015)	Highly Compensative Salary	Recognition, Working Conditions, Co-workers, Appreciation
Elizabeth Boye Knranchie-Mensah and Kwesi Amponsesh-Tawiah (2016)	Employee Motivation	Satisfaction
	Performance	Mining Company Dynamics
		Extrinsic
Amardeep Kaur Ahluwalia & Kamal Preet (2017)	Organizational Commitment	Intrinsic
		Extrinsic
Seejeen Park (2017)	Performance Rating	Work design
		Appraisal
		characteristics of job appraisal

Maryam T.Abbah (2014) Researcher found that employee motivation makes organizational management success. The researcher founded some factors that affect employee motivation and the

benefits of employee motivation. Motivation creates difficulty on organizational structure. For that the researcher have applied the motivational factors like reward, satisfaction, leadership make employees to do work in right manner, and makes the organization success.

Vibhu hinmay (2014) defined motivation as process of identifying the behavior of an individual. Motivation has both conscious and unconscious factors like intensity, incentive or reward of goal and expectation of individual employees. These factors are using the employees to activate in a certain way. The following are the motivational factors to salaries, wages, bonus, encouragement, job security promotion are the factors and they are affected by power, achievement, work environment, job design.

Hashim Zameer (2014) investigate motivation is the most important process in all public and private sector. Employees of an organization cannot do proper work and achieve there goals without motivating employees. The purpose of the study is to find out the impact of motivation and the performance of employed in industry. For motivating and achieving their goals easily the organization has to use the following motivational tools like job enrichment, job security, salary, additional incentives, and when the top level of the management focus on motivation the employees perform at positive way and increase the performance level.

Seyed Abdol Rasoul Hosseini (2014) investigates the factors affecting motivation among bank employees in Arsanjan. The study was conducted on all bank employees with the research sample of 50 employees and those employees are selected randomly. The researcher analyzed that there is a significant relationship between communication, motivational tools, self-efficacy, social needs, physiological needs, power, wages and job motivation. Therefore the researcher founded that social need is the strongest factor for prediction for job motivation.

Irum Shahzadi et.al,(2014) researcher founded employee motivation is a dives towards employee the goals and objective of the organization. Conducting of this research is to find out the factors which are included in employee motivation and the factors affected the employees performances. The research sample of the article is government and private school teachers. Regression is used to find the effect of employee's motivation on performance of employees. A result of the analysis shows there is a significant and exist relationship between motivation and performance of employees. They derived conclusion that intrinsic factors have positive relationship with motivation and effectiveness of training has the negative relationship with motivation.

Bhumika Gupta and Jeayaram Subramanian (2014) examined motivation as a most critical factor in human resource management. Organization design motivational system not only for encourage them to better performance in efficient way it is also for attract the future employees for

specific work/post. The research sample for the research is 135 employees and survey method is used. This study is more helpful to the managers and HR of the organization to motivate the employee and increase the productivity.

Mozhde Mellati and Nazanin Pourgheisar (2014) analysed the relationship between the positive and negative perfection of bachelor degree students of Pune. They use hypothesized test and find that high level of positive perfection, academic achievement and high motivation. There is low depression, stress are associated with adaptive strategies there is a comparison between positive and negative perfection for measuring the level of perfection they use multidimensional perfection scale.

Veerabramham & Nagaraju Kolla (2014) examined the employee engagement as a “step up for commitment”, it has received a high deal of attention to make business popular. The aim of the article is to anteatere of engagement. Research size of the study is 428 respondents. They use statistical tool like mean, reliability analysis and correlation for analysis. Job satisfaction, intrinsic rewards psychological, Leadership, Motivation and Brand of employee are the process for employee engagement.

Idah Naile & Jacob M Selesho (2014) researcher focused on inflexible and transformable of leadership styles to enables the leader to behave in a inflexible manner and to affect the employee motivation. The paper shows the establishment of leadership style in motivation of teaching staff to committed on the work. Statistical software was applied to analysis the leadership style in schools and the tools used are style in schools and the tools used are frequency, percentage, cronbach- alpha Coefficient. The findings of the study is there is a highlight and positive aspect on staff motivation. When the staffs are satisfied in job although there is a ultimate development and improvement in the school academic performance.

K.P.Singh (2015) found the factors effecting employees motivation and to analyses the relationship between employee motivation and organizational effectiveness. The related literature is used to design the employee motivation and organizational effectiveness. The related literatures brings that empowerment and recognition have positive relationship with employee motivation, employee motivation and organizational effectiveness. The organization should follow their designed rules, polices and structure that provided space to the workers to work well and appreciate them to achieve the goals this will surely helpful to organizational growth.

Hazen Abou Agwa and Ibrahim Salem (2015) defined motivation as a highly compensative and salary for the better job performance. The persons on job are motivated through monetary rewards only. This is the reason that most of them are selected to work on UAE. Effective motivational

factors for UAE employees is better payment. Recognition and appreciation, achievement, good working condition, relationship with management, co-workers and recognition are the motivational factors influenced than the pay. The motivational theories are develop in time to time the UAE workforce operated as per that theories.

Elizabeth Boye Knranchie- Mensah and Kwesi Amponsesh-Tawiah (2016) conducted a research on employee motivation and performance in Ghanaian Mining Companies which type of job satisfaction model is used in companies is also measured. The research was explored on four large-scale gold mining companies in Ghana with regards to structure the effective motivational and business strategies using by the companies. The researcher founded that employees of mining industry have to motivate curb the rate who are working on the industry. The industry has to examine which affect performance whether the employees are properly follow the both safety and health rules otherwise it create a problem on gross domestic product (GDP) of the country. This article shows the gap of employees in mining industry and make the sectors to motivate the employees highly to face the challenges and keep on motivating employees to make knowing about national interest of the employees.

Amardeep Kaur Ahluwalia & Kamal Preet (2017) researcher conducted a study on the impact of desire, need, obligation and overall commitment on extrinsic, intrinsic and work motivation. The research size comprises 230 teachers ( 130 from private university and 150 from state university) the researcher compare the state and private university teachers performance and finally founded that state university teaching staffs are motivated intrinsically and the private university teachers are motivated extrinsic. Intrinsic motivation creates positive influence on organizational commitment and extrinsic motivation creates positive influence on organizational commitment and work motivation.

Seejeen Park (2017) constructed and evaluating the subordinate performance and carry out their performance ratings. Most of the organization performs accurately in ratings. The researcher focused on past research for encouraging for product appraisal. The study extends the motivation and introducing a work design, appraisal and characteristics of job appraisals.

### **Conclusion**

The factors related to employee motivation are clearly shown in Table.1. The organization has to satisfied in the employees the following ways economically, psychologically, Human Resource Management, Organizational development & Social Culture this factors are influencing to active the organizational goals. The purpose of this paper is to help the organization to know the expectation of employees. The organization has to plan their organizational structure and other facility. At the first

Organizational goals are to be clearly communicate to the employees, the higher authority have to give there feedback on performance of workers at time. For those who performed well has to honor with greatest rewards.

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