



The Effectiveness of Motivation on Employees' Performance Towards Achieving Organizational Goals: "A Literature Examination of Employees' Motivation"

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Abstract

This study is to determine how engaged employees feel within the organization, to get to the bottom of this issue, employee's impact to the organization are deeply examined as to whether being positive or negative and the reasons to such impacts within organization. The study shows what it takes to be creative and what the organization does to get employees motivated and get them to achieve organizational goals. Motivation therefore, plays an important role when it comes to taking the organization to another level or simply achieving a goal, the employees are those who make this possible with certain measures being put in place by the organization itself, which helps employees to feel a sense of belongingness to the organization. Moreover motivated employees are like assets they are directly proportional to an organization's success. The study deployed an extensive use of literature reviews from existing theories, journals and blogs texts so as to give a scholarly views on the meaning of employees' motivation. Thus, this aims at providing a simple and logical information to be easily understood by readers Keywords: Motivation, employees, organization, goals

1.0 Introduction

The term motivation refers to the drive, the zeal and the amount of commitment that makes employees to bring in new creative ideas into the organization, simply for achievement of organizational goals. Employee motivation is simply all about how well engaged the employees feel in an organization and how comfortable they are with their work duties that gives them the energy and the enthusiasm to work and bring in new innovative ideas. Employee motivation is 'a human psychological characteristic that add to a person's degree of commitment. It is simply a management process of influencing employees' behavior'. (Badu, 2005)

Motivated employees are like an asset to the organization, they are directly proportional to an organization's success. Again motivation is impalpable, hard to measure and uncontrollable but easy to facilitate if done right. It's simply all about intention, intensity, and perseverance.

According to Richard M. Ryan and Edward L. Deci (2000) stated that intrinsic and extrinsic are very important when it comes to influencing the employee's performers. Intrinsic motivation means that an individual is motivated from within. He or she has the desire to perform well at the workplace because the results are in accordance with his or her belief system. An individual's deep-rooted beliefs are usually the strongest motivational factors. Such individuals show

common qualities like acceptance, curiosity, honor, desire to achieve success. Research has shown that praise increases intrinsic motivation, so does positive employee feedback. But it should all be done in moderation. If you overdo any of these, there are high chances that the individual loses motivation.

Extrinsic motivation means an individual's motivation is stimulated by external factors such as rewards and recognition. Some people may never be motivated internally and only external motivation would work with them to get the tasks done. Research shows extrinsic rewards can sometimes promote the willingness in a person to learn a new skill. Rewards like bonuses, perks, awards, etc. can motivate people or provide tangible feedback. But you need to be careful with extrinsic rewards too. Too much of anything can be harmful and as a manager or a supervisor, you need to be clear to what extent are you going to motivate your employees to accomplish organizational goals. From the very start when the human organizations were established, various thinkers have tried to find out the answer to what motivates people to work. (1.2) The major concern of motivation is to see what makes individuals or employees to perform or better still what gives them the drive to achieve organizational goals. It also looks into the organizational structure as well as the relationships that exists between organizations and their employees. Another major problem is how engaged do the employees feel within the organizational environment to be ready to work as a team and achieve organizational objectives. (1.3) The study will focus on determining the impact of motivation in The Gambia's private sector. It will also on following major issues:

- (1) To study the relevance of motivation in an organizations.
 - (2) To study the conditions within which employees are motivated.
 - (3) To study what motivates employees whether it comes from within or whether external factors that is intrinsic or extrinsic motivation.
- Finally, (To study how motivated employees help in achieving organizational goals.)

More importantly, (1.4) The scope of this study is a very wide area in the human resources management; however the researchers have decided to on the effectiveness of motivation on employees' performance towards achieving organizational goals. Meanwhile, (1.5) the significance of the study is to deliberate on working conditions of both the employees and the management so as to suggest how they can work much easier as a team. This study would also serve as a good reference to those interested in studying issues related to employee motivation as well as to widen the knowledge and experience.

2.1 Literature Review

2.2 Conceptual Definition

The following definitions are important to the study.

Motivation is defined as “a human psychological characteristic that add to a person's degree of commitment. It is the management process of influencing employees' behavior”. (Badu, 2005). According to Badu his simply tried to defined employee motivation as a psychological trait that is possessed by an individual that brings about commitment by influencing employees' behavior in an organization.

In this competitive era, organizations nowadays are more emphasizing on the management of Human Resources (Robert. L, 2008). Said motivation is a key strategy in Human Resource Management that has help practitioners largely enough to subject the term “Motivation” for a discussion. Steers et al. (2004), asserted that employee motivation plays a vital role in the management field both theoretically and practically. It is said that one of the important functions of human resource manager is to ensure job commitment at the workplace, which can only be achieved through motivation (Petcharak, 2002). The following authors consider motivation as a management function that helps theoretically and practically both the employees and the managers in order to enhance their functions and achieve organizational goals. Based on these reasoning, this research shall include analytical and empirical studies to reveal the discrepancies and feasibility aspect of employee motivation, as Rai (2004) mentioned that motivation is crucial for good performance and therefore it is increasingly important to study what motivates employees for better performance.

Bartol and Martin (1998) relate motivation to the force that stimulates behavior, provide direction to behavior, and underlies the tendency to prevail. In other words employees must be sufficiently stimulated and energetic, must have a clear thought on what is to be achieved, and must be willing to commit their energy for a long period of time to realize their aim in order to achieve goals.

However, other than motivation being a force that stimulates behavior, Vroom (1964) emphasized on the ‘voluntary actions’. Supported by Steers et al. (2004), Vroom (1964) defined motivation as “a process governing choice made by person among alternative forms of voluntary activity.” Similarly Kreitner and Kinicki (2004) assumed that motivation incorporate those psychological processes that create the arousal, direction and persistence of voluntary actions that are goal oriented.

Other definitions are slightly different; Locke and Latham (2004) identified that motivation influence people’s acquisition of skills and the extent to which they use their ability. According to the authors “the concept of motivation refers to internal factors that impel action and to external factors that can act as inducements to action. The three aspects of action that motivation can affect are direction (choice), intensity (effort), and duration (persistence). Motivation can affect both the acquisition of people’s skills and abilities and also the extent to which they utilize their skills and abilities” (Locke and Latham, 2004).

In a nut shell, different authors have put forward the concept of motivation differently. Nonetheless, these definitions have three common aspects, that is, they are all principally concerned with factors or events that stimulate, channel, and prolong human behavior over time (Steers et al. 2004). These authors are simply looking into what brings the enthusiasm that influence employees behavior to make a difference and achieve goals.

This section offers a review of literature, which explores the concepts, types and theoretical aspects including content and process theories, theories of motivation developed in other psychological areas as well as empirical evidences in organizational contexts.

According to the following authors such as Lakhani and Wolf (2005), Lakhani and Von Hippel (2003) and Lemer and Tirole (2004), the current scholarly thinking favors a framework that considers the two types of motivation that is intrinsic and extrinsic. Accordingly, Lawler (1969) defined intrinsic motivation as the degree to which feelings of esteem, growth, and competence are expected to result from successful task performance. This view bounds intrinsic motivation to

an expectancy approach and expectancy theory which clearly indicates that intrinsic and extrinsic motivations summate (Porter & Lawler, 1968). The above authors defined intrinsic motivation as a feeling that pushes an employee to succeed by achieving organizational goals.

Furthermore, Amabile et al. (1993) Individuals are said to be intrinsically motivated when they seek, interest, satisfaction of curiosity, self expression, or personal challenge in the work. On the other hand individuals are said to be extrinsically motivated when they engaged in the work to gain some goal that is part of the work itself. By these authors the definition of intrinsic and extrinsic motivation is based on the employees perception over the task and his or her reasons for engaging in it. Moreover, Amabile et al. further argued that intrinsic motivators arise from an individual's feelings with regards to the activity and they are necessary to adhere to the work itself. Conversely, extrinsic motivators although they may be dependent on the work, they are not logically an inherent part of the work.

Moreover, with the concept of intrinsic and extrinsic motivation, De Charms (1968) suggest that external rewards might undermine intrinsic motivation. He further proposed that individuals seek for personal causation and because of the desire to be the "origin" of his behavior; man keeps struggling against the constraint of external forces. Therefore, De Charms analyzed that when a man perceives his behavior as originating from his own choice, he will value that behavior and its results but when he perceives his behavior as originating from external forces, that behavior and its results, even though identical in other respects to behavior of his own choosing, will be devalued. De Charms (1968) further argued that intrinsic and extrinsic motivation may interact, rather than summate that is the introduction of extrinsic rewards for the behaviors that was intrinsically rewarding may decrease rather than enhance the overall motivation. The author argued that the introduction of an extrinsic reward put the individual in a dependent position relative to the source of the reward. The locus of causality for his behavior changes from self to the external reward and thus the individual's perception of self-control, free choice, and commitment deteriorate and hence do his motivation.

Additionally Frey (1997) note that high intrinsic work motivation evolving from work which is interesting involves the trust and loyalty of personal relationships and is participatory. However, In certain instances, intrinsic motivation can be diminished, or overshadowed by external interventions pay for performance incentive schemes. This was also supported by Frey and Jegen (2001) who reviewed the literature on intrinsic motivations and found that the evidence does suggest that incentives sometimes do overshadow intrinsic motivations. Besides, Frey (1997) suggests that the important matter is whether the external intervention is in the form of a command or a reward. Commands are most controlling in the sense that they seize self-determination from the agent, while rewards might still allow autonomy of action.

The maximization of employee's motivation to attain the organization's goals can only be obtained through a complete understanding of motivation theories (Reid 2002). There is a wide variety of theoretical frameworks that have been developed in the attempts to explain the issues related to motivation. Stoner, Edward and Daniel (1995) has described two different views on motivation theory, given by the earliest views and the contemporary approach which can further be subdivided into content and process theories.

2.3 Empirical literature review

Roth (2007) has defined the term "empirical" as "the systematic process of deriving and analyzing data from direct or indirect observation". Eisenhardt and Graebner (2007) have

discussed on empirical research and suggested that it requires sound literature grounding, then identify the present research gaps and base on it develop the research questions to fulfil these gaps. Empirical research helps in theory building as well as in verification of proposed theories.

2.4 Employee motivation

Forgas, Williams and Laham (2005) the term motivation was developed in the early 1880's, prior to that time, the term "will" was used by well-known philosophers as well as notable social theorists when talking motivated human behavior. Kreitner (1995) the psychological process that gives behavior purpose and direction.

Employee motivation is defined by George & Hill (2000) motivation as physical forces that determine the direction of a person's behavior, a person's level of effort and a person's level of persistence in the face of obstacles. David Mayers defined employee motivation that it is a need or desire that serves to energize behavior and direct it towards a goal. Employee motivation aims at making a difference by employees' knowing what they feel towards their job and also the organization making available certain rewards.

Bob Nelson (2000) an employee's motivation is a direct result of the sum of his or her interaction with his manager. Susan Heathfield (2020) motivation is an employee's intrinsic enthusiasm about and drive to accomplish activities related to work. It is the internal drive that causes an individual to decide to take action. An individual's motivation is influenced by biological, intellectual, social, and emotional factors. As such, motivation is a complex force that can also be influenced by external factors.

Valene Jouany and Kritina Martic (2021) employee motivation is defined as the level of energy, commitment and creativity that company workers bring to their job. It goes without saying that higher employee motivation leads to better engagement and productivity. Apparently employee motivation has become one of the top priorities for most businesses.

Sheya Dutta (2021) employee motivation can be defined as the attitude employees have towards their work. It is the desire and energy that makes people continually interested and committed to a job. It is what drives them, pushes them or "motivates" them to achieve or even show up at work every day. Employee motivation is crucial to your organization. It is the root from which stems both the progress and the downfall of your company.

Michael J. Jucius (2009) motivation is the act of stimulating one or oneself to get a desired course of action to push the right button to get desired results. Dale Beach (2011) motivation can be defined as willingness to expend energy to achieve a goal or a reward.

Mc Farland (1999) motivation refers to the way in which urges, drives, desires, aspirations, striving or needs, direct, control or explain the behavior of human beings. Koontz and O'Donnell (2015) motivation is a general term applying to the entire class of drives, desires, needs, wishes and similar force that induce an individual or a group of people to work.

Edwin B. Flippo (2000) motivation is the process of attempting to influence others to do their work through the possibility of gain or reward. Scott (1990) motivation means a process of stimulating people to action to accomplishing desired goals.

Dubin (2000) motivation is the complex of force starting and keeping person at work in an organization.

Lodewijk Noordzij (2013) the word 'motivation' derives from the Latin word for movement 'movere'. In motivation literature different definitions for motivation are given. All these definitions emphasise the fact that motivation relates to the factors that give rise to certain behaviour, channel this behaviour, and sustain it in order to achieve a certain goal.¹ It is often seen as a construct, because it is assumed to be a process that cannot be localised. It is intangible, invisible, hard to measure and extraordinarily difficult to control. This relates to the question of why people will or will not make an effort for something. In this context motivation can be seen as a force that generates energy. This energy ensures that employees take action.

Herzberg (1959) defined employee motivation as performing a work related action because you want to.

2.5 Employee engagement

Shreya Dutta (2021) employee motivation affects employee engagement. An engaged employee is emotionally committed to the company. This commitment tends to influence his behavior towards the organization. And this attitude impacts his motivation to work. Michael Shunk and Karen Wallard (2015) an emergent and working condition as a positive cognitive, emotional, and behavioral state directed toward organizational outcomes.

Justin Warner (2015) employee engagement as an emotional state where we feel passionate, energetic, and committed toward our work. In turn, we fully invest our best selves, our hearts, spirits, minds, and hands to the work we do. Kevin Kruse (2012) this emotional commitment means engaged employees actually care about their work and their company. They don't work just for a paycheck, or just for the next promotion, but work on behalf of the organization's goals.

Kristin Ryba (2021) employee engagement is the strength of the mental and emotional connection employees feel toward the work they do, their teams, and their organization. employees who feel connected to their organization work harder, stay longer, and motivate others to do the same. it affects just about every important aspect of your organization, including profitability, revenue, customer experience, employee turnover, and more.

William Kahn (1990) appears to be defining a clear link between the role of the employee, and their personal perception of self. Harnessing or achieving this link was a perfect opportunity for business to generate improved employee engagement.

Professor John Purcell (2000) engagement is a combination of attitude and behavior. The attitude is 'commitment', and the behavior is 'going the extra mile'. Purcell adds an extra dimension to the theory by suggesting that engaged employees 'go the extra mile'. This seems to be referring to the importance of employee advocacy, and is an action that combines both an enthusiasm for the work and a commitment to getting the job done; both of which are major bonuses to both employee and employer.

2.6 Employee satisfaction

Susan Heathfield (2021) employee satisfaction is the term used to describe whether employees are happy and fulfilling their desires and needs at work. Many measures purport that employee satisfaction is a factor in employee motivation, employee goal achievement, cost savings, customer satisfaction, employee productivity, positive employee morale and more in the workplace. Employee satisfaction, while generally a positive in your organization, can also become a problem if mediocre employees stay because they are satisfied and happy with your work environment.

Braaja Deepon Roy (2021) employee satisfaction is the level of happiness or contentment an employee feels for his or her job. Employee satisfaction is an essential aspect of any business or organization. When employees are happy and satisfied with the management and work culture they put their best effort to make the company successful. If the employees in an organization are not happy and content, it directly impacts the bottom line. When employees' needs are met they develop a positive outlook towards the organization and its goals. When employees are dissatisfied and unhappy with their jobs, they lose their motivation and tend to underperform.

Ty Collins (2020) employee satisfaction describes employee perceptions of whether their desires are being met in the workplace. In many cases, perceptions of overall happiness are the main drivers of whether an employee feels satisfied. If an employee feels happy on an hourly basis throughout the day, they are likely to feel content with their job overall. Employees who are only happy for part of the day may feel happy as well if they have had negative experiences with other employers.

2.7 Organizational culture

Needle (2004) Culture also includes the organization's vision, values, norms, systems, symbols, language, assumptions, beliefs, and habits. Deal and Kennedy (2000) Simply stated, organizational culture is the way things are done around here.

Ravasi and schults (2006) organizational culture is a set of shared assumptions that guide what happens in organizations by defining appropriate behavior for various situations. Schrodtt (2002) organizational culture affects the way people and groups interact with each other, with clients, and with stakeholders. Also, organizational culture may influence how much employees identify with their organization.

Kelie Wong (2020) organizational culture is the collection of values, expectations, and practices that guide and inform the actions of all team members. Think of it as the collection of traits that make your company what it is. A great culture exemplifies positive traits that lead to improved performance, while a dysfunctional company culture brings out qualities that can hinder even the most successful organizations, Don't confuse culture with organizational goals or a mission statement, although both can help define it. Culture is created through consistent and authentic behaviors, not press releases or policy documents. You can watch company culture in action when you see how a CEO responds to a crisis, how a team adapts to new customer demands, or how a manager corrects an employee who makes a mistake.

2.7 Job enrichment

Erik Van Vulpen (2020) job enrichment is a process that is characterized by adding dimensions to existing jobs to make them more motivating. Examples of job enrichment include adding extra tasks, increasing skill variety, adding meaning to jobs, creating autonomy, and giving feedback. The goal of job enrichment is to create a motivating job. This can be done, by taking a regular boring job and adding extra responsibilities that make the job more meaningful for the worker. The biggest reason to invest in job enrichment is that it leads to motivation. This makes job enrichment especially relevant for highly skilled, service jobs. In conclusion job enrichment is the process of adding motivators to existing roles in order to increase satisfaction and productivity for the employee.

According to Fein (1986) job enrichment is less important for blue-collar workers. Here their primary concern is pay, job security, and the rules of the workplace. Job enrichment is less effective in this context because it does not address these problems. Neil Kokermuller (2021) job enrichment is a common motivational technique used by organizations to give an employee greater satisfaction in his work. It means giving an employee additional responsibilities previously reserved for his manager or other higher-ranking positions. In essence, an enriched job gives the employee more self-management in his duties.

Herzberg (1969) job enrichment seeks to improve both task efficiency and human satisfaction by means of building into people's jobs, quite specifically, greater scope for personal achievement and its recognition, more challenging and responsible work, and more opportunity for individual advancement and growth. Jim Riley (2018) job enrichment attempts to give employees greater responsibility by increasing the range and complexity of tasks they are called upon to complete and giving them the necessary authority. It motivates by giving employees the opportunity to use their abilities to the fullest.

Rekha R (2021) job enrichment refers to structuring of jobs to involve higher level conceptual thinking and responsibility so that employees can take decisions that were formerly the prerogative of superior managers. According to Keith Davis (2007) job enrichment means additional motivators added to the job so that it is more rewarding, although the term has come to be applied to any effort to humanize jobs.

According to Beatty and Schneider (2017) Job enrichment is a motivational technique which emphasizes the need for challenging and interesting work. It suggests that jobs be redesigned so that intrinsic satisfaction is derived from doing the job. In its best applications, it leads to a vertically enhanced job by adding functions from other organizational levels, making it contain more variety and challenge and offer autonomy and pride to the employee.

2.8 Employee performance

Vans cotter (2000) high employee's performances lead an organization and have greater opportunities for employees then those who have low performance. Campbell (1993). performance is related to that organization hires the person to do and do well. Ilgen and Schneider (1991) performance is not only related to the actins but also involves judgment and evaluation process. Campbell (1993) the activities that can be examined and measurable are reflected as performance. Frese (2002) organizations need highly performance of its employees so that organization can meet their goals and can able to achieve the competitive advantage. Borman and Motowidlo (1993) differentiate between work and performance work related to the person abilities through which employee performed activities which is contributed by the technical core. Performance not related to the technical core characteristics but it cares about the organization psychological environment and social environment in that organization achieve its objectives. Frese (2002) it involves behaviors such as helping colleagues or being a reliable member of the organization. Smither (1998) performance appraisal emphasizes on the performance variables not on personal traits. Kane (1995) argued that performance should be measured in term of the work related behavior. Murphy (1991) argued that analyzing performance through personal characteristics has different disadvantages.

Jankoz (2004) argued that the validity and reliability of attribute based performance appraisal are greater suspected as the perception of superior officer maybe biased. Squires and Adler (1998) appraisal based on traits of employee has little value. Malos (1998) concluded that fair appraisal is based on job related behaviors not traits of persons. Weick (2001) employees must believe that

in performance appraisals there is great opportunity for them. Gilliland and Langdon (1998) without fairness the performance appraisal system, rewards, motivations and developments create negative impact and frustration.

2.9 Organizational goal

Mekhala (2021) Organizational goals are strategic objectives that a company's management establishes to outline expected outcomes and guide employees' efforts. V.H. Vroom (1960) and A. Etzioni (1964) desired future state of affairs. Generally speaking, goals are the objectives, aims or purposes which are to be achieved by an organisation over varying periods of time. Goals are the result of planning which is related to future as described by Vroom and Etzioni. Kristin Ryba (2021) every organization understands the importance of goal setting, but setting goals is not enough. It's imperative to align employee goals to team goals, and team goals to organizational goals. Everyone should be working to achieve the organization's overall strategy, and aligning goals gets everyone on the same page and moving in the same direction. Aligned goals create a familial atmosphere where everyone works together and understands their role.

2.10 benefits of employee motivation

Valene Jouany and Kristina Martic (2020) motivated employees are much more **engaged**, they are also more self confident in what they do. Consequently, they know how to react in difficult situations. **Problem solving** skills are something most employers look for in their employees. If you have employees who are motivated, they will also work harder to solve problems and challenges. Motivated employees **proactively** look for new solutions to eliminate challenges and achieve goals. They don't wait for feedback and they often evaluate their own work. More motivation and engagement often lead to more **productivity**. Therefore, companies with motivated employees are often more productive than others. Motivated employees want to understand how their work contributes to the overall **company success**. Therefore, they always want to understand what the company's mission, vision and objectives are. Roselle Roger (2020) when employees are motivated this increases productivity, lowers turnover, and improves overall performance.

Alison Napolitano (2016) highly engaged, motivated employees handle uncertainty more easily, are better problem solvers, have higher levels of innovation, creativity, and customer centricity; are more profitable, create higher levels of customer satisfaction, and increase employee retention rates.

Smriti Chad (2021) motivation **satisfies the needs** of individuals in an organization, motivation also promotes **job satisfaction**, when an employee's needs are satisfied, he is on the whole happy. Motivation helps the **learning process** without motivation learning does not take place, motivation stimulates interest and the attitude of willing to learn. There is an element of dynamism in motivation, when the rank and file workers and managers are properly motivated, a kinetic energy is generated which produces a tremendous impact not merely on the productivity and profits of an organization but also on its industrial relations, public image, stability and future development.

2.11 Employee motivation process

2.12 Employee motivation issues

2.13 Theoretical literature review

Several studies have been conducted on employee motivation. All the studies reveal the importance and effect of employee motivation on the organization through achieving designated goals.

Locke (as cited by Saari and Judge, 2004, p396) defined motivation as “a pleasurable or positive emotional state resulting from the appraisal of one’s job experiences”. This definition draws attention to two aspects, in particular, namely the emotional attachment an employee has to their job, and the deliberate review of an employee’s work by the employer. Anderzej (2010), motivation can be understood as cognitive decision making in which the intension is to make the behavior that is aimed at achieving a certain goal through initiation and monitoring.

2.4.1 Classical model of employee motivation

From the very start when the human organizations were established, various thinkers have tried to find out the answer to what motivates people to work. Different approaches applied by them have resulted in a number of theories concerning motivation.

2.4.2 Maslow’s theory

According to Abraham Maslow’s hierarchy need theory is based on the human needs. Drawing chiefly on his clinical experience, he classified all human needs into a hierarchical manner from the lower to the higher order. In essence, he believed that once a given level of need is satisfied, it no longer serves to motivate man. Then, the next higher level of need has to be activated in order to motivate the man. Maslow identified five levels in his need hierarchy such as psychological needs, safety needs, social needs, esteem needs and self actualization needs.

Psychological needs, these needs are basic to human life and, hence, include food, clothing, shelter, air, water and necessities of life. These needs relate to the survival and maintenance of human life. They exert tremendous influence on human behaviour. These needs are to be met first at least partly before higher level needs emerge. Once physiological needs are satisfied, they no longer motivate the man. Safety needs, these needs come after satisfying the physiological needs, the next needs felt are called safety and security needs. These needs find expression in such desires as economic security and protection from physical dangers. Meeting these needs requires more money and, hence, the individual is prompted to work more. Like physiological needs, these become inactive once they are satisfied. Social needs, these needs emerge when security needs are accomplished, man as a social being is therefore, interested in social interaction, companionship, belongingness, etc. Due to socializing and belongingness individuals prefer to work in groups and especially older people go to work. Esteem needs, are all about self-esteem and self-respect. They include such needs which indicate self-confidence, achievement, competence, knowledge and independence. The accomplishment of esteem needs leads to self-confidence, strength and capability of being useful in the organization. However, inability to fulfill these needs results in feeling like inferiority, weakness and helplessness which leads to

unhappiness. Self actualization, these needs emerge immediately after when the esteem needs are accomplished. The term self-actualization was coined by Kurt Goldstein and means to become "actualized in what one is potentially good at." In effect, self-actualization is the person's motivation to transform perception of self into reality.

Finally according to Maslow, the human needs follow a definite sequence of domination. The second need does not arise until the first is reasonably satisfied, and the third need does not emerge until the first two needs have been reasonably satisfied and it goes on. The other side of the need hierarchy is that human needs are unlimited or simply insatiable as one need is fulfilled another need arises.

2.4.3 Herzberg's theory

According to Frederick Herzberg as psychologist he simply extended the Maslow's needs theory and introduced a new motivational theory famously known as Herzberg's motivation hygiene (two-factor) theory. Herzberg conducted a widely reported motivational study on 200 accountants and engineers employed by firms in and around Western Pennsylvania. He asked the employees two main questions that is 1, When did you feel particularly good about your job, and when did you feel exceptionally bad about your job? He used the critical incident method of obtaining data. Their answers were analyzed and were found quite interesting and fairly consistent. The replies they gave when they felt good about their jobs were significantly different from the replies given when they felt bad. Reported good feelings were generally associated with job satisfaction, whereas bad feeling with job dissatisfaction. Herzberg grouped the job satisfiers motivators, and he called job dissatisfies hygiene or maintenance factors. Taken together, the motivators and hygiene factors have become known as Herzberg's two-factor theory of motivation. Herzberg said the opposite of satisfaction is not dissatisfaction. The underlying reason, he says, is that removal of dissatisfying characteristics from a job does not necessarily make the job satisfying. He believes in the existence of a dual continuum. The opposite of 'satisfaction' is 'no satisfaction' and the opposite of 'dissatisfaction' is 'no dissatisfaction'. Hertzberg also said that today's motivators are tomorrow's hygiene the latter stop influence behavior of persons when they get them. Accordingly one's hygiene maybe another person's motivator.

2.4.4 McClelland's theory

According to McClelland's need theory, this is another well-known need-based theory of motivation, as opposed to hierarchy of needs of satisfaction-dissatisfaction, is the theory developed by McClelland and his associates'. McClelland developed his theory based on Henry Murray's developed long list of motives and manifest needs used in his early studies of personality. McClelland's need-theory is closely associated with learning theory, because he believed that needs are learned or acquired by the kinds of events people experienced in their environment and culture. He found that people who acquire a particular need behave differently from those who do not have. His theory focuses on Murray's three needs; achievement, power and affiliation. In the literature, these three needs are abbreviated "n Ach", "n Pow", and "n Aff" respectively'. Need for achievement, this is the need to excel, to achieve in relation to a set of standard, and to make a great effort to succeed. In other words, need for achievement is a behavior directed toward competition with a standard of excellence. McClelland found that people with a high need for achievement perform better than those with a moderate or low need for achievement. Through his research McClelland realized the following characteristics. 1.

High-need achievers have a strong desire to assume personal responsibility for performing a task for finding a solution to a problem. 2. High-need achievers tend to set moderately difficult goals and take calculated risks. 3. High need achievers have a strong desire for performance feedback. Need for power, this need is concerned with making an impact on others, the desire to influence others, the urge to change people, and the desire to make a difference in life. People with a high need for power are people who like to be in control of people and events. Individuals' with a high need for power are categorized by

Need for affiliation, this need for affiliation is defined as a desire to establish and maintain friendly and warm relations with other people'. The need for affiliation, in many ways, is similar to Maslow's social needs. People with high need for affiliation have the following characteristics. 1. They have a strong desire for acceptance and approval from others. 2. They tend to the wishes of those people friendship and companionship they value. 3. They value the feeling of others.

2.4.5 McGregor's theory

According to Douglas McGregor's participation theory, this theory formulated two distinct views of human being based on participation of workers. The first basically negative, labeled Theory X, and the other basically positive, labeled Theory Y. According to McGregor theory X, is based on the following assumptions. 1. People are by nature idle. That is, they like to work as little as possible. 2. People lack ambition, dislike responsibility, and prefer to be directed by others. 3. People are inherently self-centered and indifferent to organizational goals. 4. People are generally gullible and not very sharp and bright. Compared to theory Y it is based on the following presumptions. 1, People are not by nature passive or resistant to organizational goals. 2. They want to assume responsibility. 3. They want their organization to succeed. 4. People are capable of directing their own behavior. 5. They have need for achievement. what McGregor tried to put across through his theory X and Y is to outline the extremes to draw the fencing within which the employee usually seen to behave within the organization. The fact remains that no employee would actually belong either to theory X or theory Y. In reality, he or she shares the traits of both. What actually happens is that people swings from one set or properties to the other with changes in his mood and motives in changing environment.

2.4.6 Urwick's theory

Another motivational theory named Urwick's theory Z, much after the propositions of theories X and Y by McGregor, the three theorists Urwick, Rangnekar, and Ouchi-propounded the third theory labeled as Z theory. According to Urwick's theory Z has just two propositions. 1. Each individual should know the organizational goals precisely and the amount of contribution through his efforts towards these goals. 2. Each individual should also know that the relation of organizational goals is going to satisfy his/her needs positively. In Urwick's view, the above two make people ready to behave positively to accomplish both organizational and individual goals. Urwick's theory is based on the following assumptions. 1. Strong Bond between Organization and Employees. 2. Employee Participation and Involvement. 3. No Formal Organization Structure. 4. Human Resource Development.

2.4.7 Ouchi's theory

Ouchi's theory Z which is more or less the as Urwick's theory Z has attracted a lot of attention of management practitioners as well as researchers. It must be noted that Z does not stand for

anything, is merely the last alphabet in the English Language. Ouchi's Theory Z represents the adoption of Japanese management practices (group decision making, social cohesion, job security, holistic concern for employees, etc.) by the American companies. In India, Maruti-Suzuki, Hero-Honda, etc., apply the postulates of theory Z.

2.4.8 Argyris theory

According to Argyris's theory, Argyris has developed his motivational theory based on proposition how management practices affect the individual behavior and growth. In his view, the seven changes taking place in an individual personality make him or her a mature one. In other words, personality of individual develops from one level to another. Argyris views that immaturity exists in individuals mainly because of organizational setting and management practices such as task specialization, chain of command, unity of direction, and span of management. In order to make individuals grow mature, he proposes gradual shift from the existing pyramidal organizational structure to humanistic system, from existing management system to the more flexible and participative management. He states that such situation will satisfy not only their physiological and safety needs, but also will motivate them to make ready to make more use of their physiological and safety needs. But also will motivate them to make ready to make more use of their potential in accomplishing organizational goals.

2.4.9 Vroom's theory

According to Vroom expectancy theory, one of the most widely accepted explanations of motivation is offered by Victor Vroom in his Expectancy Theory. It is a cognitive process theory of motivation. The theory is founded on the basic notions that people will be motivated to exert a high level of effort when they believe there are relationships between the effort they put forth, the performance they achieve, and the outcomes or rewards they receive. The key constructs of Vroom's expectancy theory of motivation are: Valence, according to Vroom, means the value or strength one places on a particular outcome or reward. Expectancy, it relates efforts to performance. Instrumentality, by instrumentality, Vroom means, the belief that performance is related to rewards. Therefore, Vroom's motivation can also be expressed in the form of an equation as follows: $\text{Motivation} = \text{Valence} \times \text{Expectancy} \times \text{Instrumentality}$. Being the model multiplicative in nature, all the three variables must have high positive values to imply motivated performance choice. If any one of the variables approaches to zero level, the possibility of the so motivated performance also touches zero level.

2.4.10 Porter and Lawlers theory

According to Porter and Lawler's expectancy theory is an improvement over Vroom's expectancy theory. They posit that motivation does not equal satisfaction or performance. The model suggested by them encounters some of the simplistic traditional assumptions made about the positive relationship between satisfaction and performance. They proposed a multi variate model to explain the complex relationship that exists between satisfaction and performance. What is the main point in Porter and Lawler's model is that effort or motivation does not lead directly to performance. It is intact, mediated by abilities and traits and by role perceptions. Ultimately, performance leads to satisfaction. The three main elements in this theory are: Effort, effort refers to the amount of energy an employee exerts on a given task. How much effort an employee will put in a task is determined by two factors (i) Value of reward and (ii) Perception of effort-reward probability. Performance, one's effort leads to his or her performance. Both may

be equal or may not be. However the amount of performance is determined by the amount of labor and the ability and role perception of the employee. Therefore, if an employee possesses less ability or makes wrong role perception, his or her performance may be low in spite of his putting in great efforts. Satisfaction, performance leads to satisfaction. The level of satisfaction depends upon the amount of rewards one achieves. If the amount of actual rewards meet or exceed perceived equitable rewards, the employee will feel satisfied. On the contrary, if actual rewards fall short of perceived ones, he or she will be dissatisfied. Rewards may be of two kinds that is intrinsic and extrinsic rewards. Examples of intrinsic rewards are such as sense of accomplishment and self-actualization. As regards extrinsic rewards, these may include working conditions and status. A fair degree of research support that, the intrinsic rewards are much more likely to produce attitudes about satisfaction that are related to performance.

There is no denying of the fact that the motivation model proposed by Porter and Lawler is quite complex than other models of motivation. In fact motivation itself is not a simple cause effect relationship rather it is a complex phenomenon Porter and Lawler have attempted to measure variables such as the values of possible rewards, the perception of effort rewards probabilities and role perceptions in deriving satisfaction.

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