

The Impact of Workers Motivation on Effective Performance in an Organization

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Abstract: - This study seeks to find out the Impact of Workers Motivation on Organizational Performance. Specifically, it is to establish the presence of a reasonable incentive scheme to motivate the workers, to find out if workers' performance can be increased without any incentives being offered and to recommend any other ways of motivating workers for optimum performance. Conclusions and recommendations on how to improve the living standard and Impact of Motivation on an Organizational Performance were given.

Keywords: Incentives, Motivation, Productivity, Morale, Job Satisfaction, Fringe Benefits.

I. INTRODUCTION

Motivation is a concept in administration is used as a driving need or satisfaction that encourages workers to work harmoniously, effectively, efficiently and harder in their anticipation for higher rewards. Motivation is therefore derived from the word "motive" when it is constructed or drive or force that leads to certain behavior directed towards some goal. This energetic behavior is assumed that there is some kind of needs, wants or desires to be fulfilled. The term 'need' and want to suggest a lack of something which attainment of the goal will presumably satisfy. In a nutshell motivation on influence is a force that gives rise to behavior.

Several factors could be responsible for either the low or high performance of employees in an organization. Such factors include principally motivation, mal – Administration (management), environment or the setting of the organization. However, existing theories such as Abraham Maslow's hierarchy, Herzberg, M.C is an 'Achievement theory to mention but a few on motivation couple with this research findings, would no doubt create an understanding of the relationship between motivation and performance.

II. CONCEPT OF MOTIVATION

Motivation is that emerging force that induces or completes and maintains behavior. It is an internal state that energizes, activate or moves and that direct or channel behavior towards goals, it is also a general term applying to the entire class of drives, desire, needs, wishes, and similar force, likewise, to say that manager motivate their subordinates is to say that they do those things which they hope will satisfy these drives and desire and induces the subordinate to act in a desired manner.

Business Dictionary = defines motivation as internal and external factors that stimulate desire and energy in people to

be continuity interested in and commitment to a job, role or subject and to exert persistent effort in attaining a goal.

Rames. S. (2001) viewed motivation as the inner power or energy that pushes towards acting, performing action and achieving. Motivation has much more to do with desire and ambition. Motivation strengthens the ambition, increases initiative and gives direction, courage energy, and the persistence to follow one's goal.

Kendra C. (2001) defines motivation as the process that initiates, guides and maintains goal-oriented behavior. It involves the biological, emotional, social and cognitive forces that activate behavior.

According to Gray and Starker (1973), motivation is a result of the process internal and external to the individual that arouse enthusiasm and persistence to pursue a certain course of action. That motivation is classified into two: intrinsic and extrinsic motivation. Gray and starker (1973) emphasized that there are many reasons why people work in two classes.

Extrinsic rewards that arise from outside of the individual and often involve rewards such as, money, social recognition or price, promotion compliment e.t.c. are independent of the task performed and controlled by other people. While the intrinsic reward is those that arose from within the individual e.g. feeding of accomplishment of a task that was interesting and challenging are an integral part of a task and administrated by the individual involved in doing the task.

III. PERFORMANCE AND MOTIVATION

Performance liability, motivation, and experience tell us that individual performance varies considerably even when people with similar capabilities.

The question that has been the major concern to behavioral scientists and managers is why? What causes the behavior to be energized directed and sustain? Several theories have been developed and researched on the performance and motivation and have pointed out that behavior is influenced by a factor other than motivation. The most important of this factor is ability.

One important implication which lower points out is that not all performance problems that occur in an organization are caused by low motivation performance problems could be attributed to either lack of training or low aptitude and experience. Hence at any point in time, an analyst should try

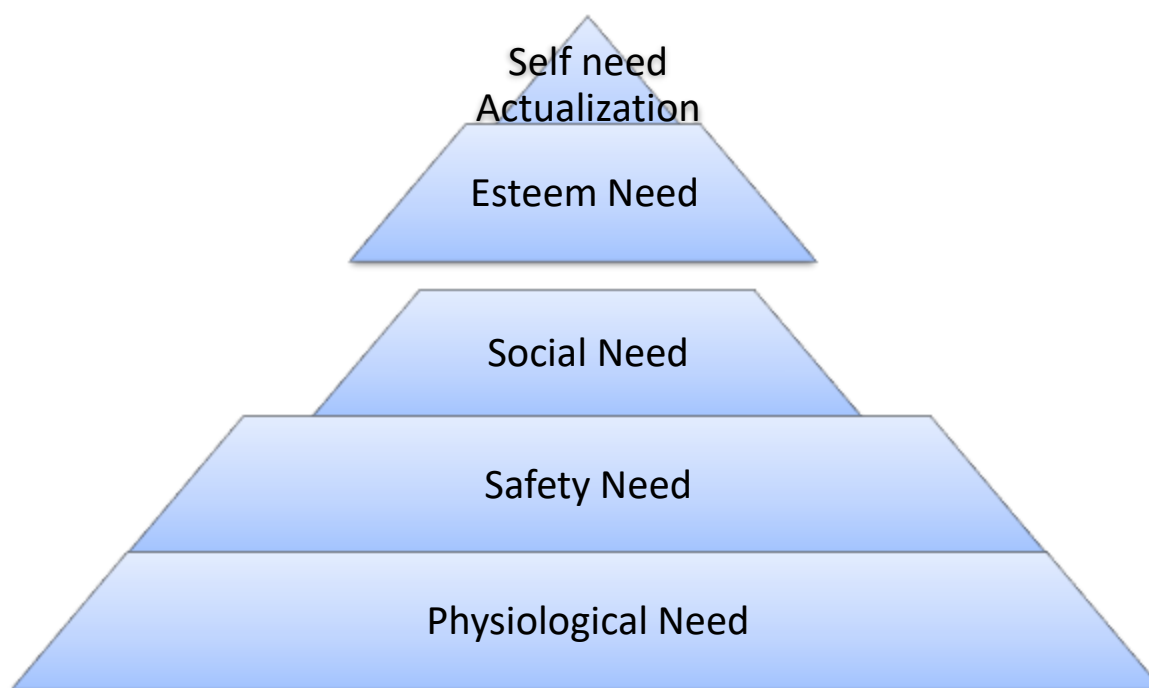
to identify the cause of poor performance in organizations. This before any motivation theory can be applied to an individual or group of individuals it is necessary to have a grasp of the need that might best motivate him/her.

IV. MOTIVATION THEORIES

Human needs have been classified under two major heading: the first primary (or INNATE) needs, including food, shelter, and water next to overcome fatigue and so on. These are psychological needs and their gratification is necessary for the survival of the organization while the secondary (or ACQUIRED) Needs to depend on our experience and they vary greatly from person to person, from group to group and from culture to culture. They include social needs such as companionship, self-significance, self-respect self-expression, self-accomplishment acquisition of possession and so on.

V. MASLOW'S HIERARCHY OF NEEDS

Abraham Maslow (1954) showed the hierarchy of need theory. Maslow is of the opinion that, with exceptions, individuals act in a way to meet first prominent basic categories of inner needs published in 1954, Maslow asserts that these needs are in specific order so that one level of needs satisfaction must be met before the individual progresses to be the satisfaction, of a different level of need. Therefore, to understand motivated behaviors, he advocates that one must identify and classify his needs. Those lower needs in the hierarchy must largely be satisfied before the upper needs which result in motivation. The specific needs and their arrangement are defined as follows:



- (1) Physiological needs-those needs concerned with the biological function of the human body such as food clothing and shelter.
- (2) Safety needs-those needs concerned with protecting the person from physical and psychological harm.
- (3) Social needs-the need association with one kind's social interaction, love acceptance, group membership.
- (4) Esteem need-the need to feel important or differentiate one's status from another comparable individual feeling of self-worth, need for respect and recognition.
- (5) Self-actualization needs- this is the last in Abraham Maslow's need hierarchy this is often called with fulfillment needs. This is the need for and employee to reach his highest potential of the workplace or in

conquering his environment. A man feels actualized when he had reached the highness he is capable of reaching an organization. At this level, the man wants to be referred to as professional and be called within little like " Doctor, Chief. Alhaji, Barrister, etc. Maslow went to hypothesize that there are two levels of needs:

- a) The lower order need comprising physiological, security and social needs and
- b) The higher-order needs comprising esteem and self-actualization needs.

VI. HERZBERG'S TWO FACTOR THEORY

A second frequently mentioned model of motivation is that proposed by Frederick, Herzberg and his

associates. Herzberg's is best known for his two factors theory of motivation which is concerned with the role that the job and work and condition play in the involvement of employees in meaningful work. According to him, all rewards that an employee receives can be grouped into two, the motivation and the hygiene factor.

These rewards capable of motivating an employee to work are called motivators or satisfy or instruct factors. The factors under this group include:

- a. The actual achievement of the employee as seen as by the employee himself (not as seen by the employer).
- b. Recognition association within the achievement.
- c. Increased responsibility as a result of performance.
- d. Opportunity to grow in knowledge and capability.
- e. The chance for advancement and self-fulfillment.

Apart from these real motivations, there is another set of factors, which may be considered, "conditions precedents" to motivation. These factors usually are termed "hygiene factors or extrinsic factors or classified" do not by themselves motivate but create an environment that makes motivation possible. Their absence according to Herzberg is responsible for the feeling of classification but their presence may not necessarily make for job satisfaction these factors include:

- i. Improve pay and another benefit
- ii. Improvised supervision and leadership
- iii. Good company policies and administration
- iv. Good psychological working surrounding and
- v. Job security.

It is noted that the removal of the cause of dissatisfaction will not make people do their task better. If a task is boring no matter how good the supervision and leadership no matter how improved the company's policies and administration, no matter how secure the job is that task will remain boring. Having good hygiene factors may make it easier to tolerate the boring task in the task run.

But the real motivators are the feeling of achievement of the performance recognition which he feels he gets for performing that task. The advancement, the main point made here is to motivate workers. The management must give them the chance to enhance to enable them to enjoy. The success of what they are doing give such a chance, a worker who will when called upon to perform such person according to Herzberg, will enjoy this work and look forward to the tasks awaiting him, he will acquire that in a built chain reaction which sustains the drive to perform and excel. Some of the specific leadership practices which will motivate are the delegation of responsibly and autonomy job enrichment, full utilization of employee skills and training, the establishment of an atmosphere of approval and trust towards subordinates, the show of approval and appreciation for a job well done, recognition for contributions made and granting promotion when deserved. However, behavioral science research

findings on Herzberg's theory are both supportive. A given factor says, pay, may cause satisfaction in one some and dissatisfaction in another, moreover, satisfaction or dissatisfaction of a factor, maybe friction of the age and organization level of the work. Furthermore, individuals may confuse company policies and super rising styles with their ability to perform as factors causing satisfaction or dissatisfaction.

VII. JOB ENRICHMENT AS MOTIVATION

Job enrichment seeks to provide job with more motivational factors that they have before.

In another word, job enrichment means letting workers plan and control more of their work even to the point of enrichment on management decision making (Kenneth, 1970).

Since it seeks to bring more motivational factors to the job enrichment, job enrichment attempt to the employee responsibilities and recognition while it offers increased opportunities for challenging work achievement. Although, Victor Vroom (Vr) in his study of the impact of job enrichment differs from Kenneth when he wrote.

According to McGregor (1960) job enrichment. Through increased participation in decision making did not improve either performance for workers whose personalities were characterized below needs.

Job enrichment is a controversial concept whereas it may work at some places and others may fail the concept of the job enrichment written "y" and encourages the acceptance of responsibility at the bottom of the organization.

VIII. FACTORS FOR MOTIVATION AND EMPLOYEE PERFORMANCE

To philosophers, in man relationship means a comfortable environment, good treated and other benefit environment and another benefit which will invariably motivate the employee to work harder. M.C Gregory (1960) observed that money is perceived as the major motivator of human behavior in an organization. Betty (1999) started that training is a very important factor of a motivator as it develops employees so that they become very more skilled in their job as well as to have wide general knowledge which in turn improves their general level of production.

IX. REINFORCEMENT AND REWARD

The emphasis here is that clues reinforce and are the behaviors we desire? The theory stated all behavior is learned and that positive reinforcement strengthens behaviors. To reinforce one must remember that "Reward" may come in form of the satisfaction of need that is recognition, the opportunity for advancement, increase responsibility, etc.

The concern of effective management is not only to reinforce desirable behavior but also to recognize and reinforce movement toward the desired behavior. To implement this approach effectively the management must-

- (i) Be clear on the behavior they want to reinforce
- (ii) Be specific about the behavior they are reinforcing and rewarding.

Reinforcing/rewarding can be very powerful and so require careful management. It takes place throughout behavior more than through our words; consequently, it what staff perceive is that "higher individual profit it rewarded around here ". Then an espoused value of team budding is likely to be reinforced in summary he can say that-

- 1- Motivation is a force, which is internally energizing and drive.
- 2- Our management style influences behavior.
- 3- People feeling affect their performance.
- 4- Herzberg's hygiene motivation and enrichment theories established or clear the destination between motivation and demotivation.
- 5- Re-enforcements and reward fit with need theories.
- 6- Behaviour is a function of its consequences.

X. FACTORS OF MOTIVATION

For workers to work harmoniously, effectively and efficiently for the actualization of organizational objectives, motivating factors must be used. Rewards in motivation (as pointed out in this chapter) do not mean just monetary rewards, it is also included that internal driving intensity and persistence in behavior. The following measure can be used to motivate workers to work harder to maximize efficiency and productivity.

- *Promotion:* The right of an employee for promotion is based on prescribed qualification experience performance and merit. All permanent and pensionable employees who served for not less than three years are eligible for the promotion. The employee must also have a good record the scheme is to boost the morale of the employee as stagnation on the same grade leveverydemoralized and demotivated workers.
- *Welfare service:* Apart from compensation on mechanical bills, employees can enjoy the following welfare service.
 1. *Training* – as a matter of policy, encourage and assist employees to improve their skills and knowledge with the view of raising the standard of efficiency within the council. The local government sponsors employee to attend courses of instruction of training leading to a professional qualification, diploma, HND, Degree and other relevant to their field.
 2. *Study leave without pay:* Employees may be granted special leave without salary for the purpose undertaking course of study which is relevant to their work. An employee on study

live without pay will be absorbed into the service on completion of the study.

3. *Overtime Allowance:* This is paid to workers who work beyond normal hours, and this applied mostly to junior staff. Some categories of staff like finance clerks, drivers, etc.
4. *Shift Allowance:* Shift allowance is paid to workers on shift duties like those under the health department.
5. *Safety scheme:* staff working in a veterinary clinic, and slaughter Houses are provided with the safety equipment as they are highly prone to hazard due to the nature of their job.
6. *Annual increment:* this is applicable when the employee position is on an incremental scale, the holder draw increment usually on set each year.

XI. IMPACT OF MOTIVATION IN ORGANIZATIONAL PERFORMANCE

The organization motivates employees by investing in them. Motivating people is not just about financial investment, but also an emotional one. Motivated workers have more productivities employee and this translates into bottom-line cost saving. On the other hand motivated employees positively impact cooperate culture, resulting in many tangible but equal important returns.

Happily motivated employees are indeed better workers and will help to general to generate a positive work environment that both employer and employee will better appreciate.

Gregory P. Smith, comments on the result of the organizational efforts to satisfy employee in the article happy employee attitude improved by 5% work satisfaction. Jumped 1.3% consequently increasing revenue by 5% seeking a way to motivate and build worker morale pay dividends to any business or organization. Motivated workers are more committed to the job and the employer.

The result when an organization invests in employees both emotionally and financially is planning to see a happy customer and increase revenue. A motivated workforce can truly have a bottom-line impact and make the workplace somewhere employees work forward to interacting with instead of just a place to pick up a paycheck.

XII. CONCLUSION

We have seen the concept of motivation and its application in the organizational setup. As organizations differ in what they can do to influence motivation people also differ in what motivates them work. Some people work primarily because of the companionship it offers, others work for the money, some work hard because of the pay incentive plan of the organization. It will be observed from the analysis that these motivational differences among employees stem many

different factors, including how they were raised and how they are treated at work.

It has been observed that the job of management to motivate his subordinations to place, them in the position of co-operation and attainment of organizational objective. His leadership quality and competency will determine his success in goal achievement. The leaders will get better results through self-improvement by paying greater attention to the humanistic approach and incentives rather than exhibiting coercive leadership tendencies.

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