

MOTIVATION AS A TOOL FOR EFFECTIVE STAFF PRODUCTIVITY IN THE PUBLIC & PRIVATE ORGANIZATION

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ABSTRACT

This paper aims to find out the relationship between motivation and productivity in an organization. The paper studies the theory presented by the researchers in the field of motivation and productivity. Our findings suggest that positive relationship occurs between motivation and higher productivity. However, the data and research is usually based on secondary source of data. The paper recommends that for creating good job opportunities, job redesign and congenial atmosphere along with financial rewards enhance productivity. Therefore, the null hypothesis (Ho) is accepted and alternative hypothesis (Ha) is rejected.

Keywords: Incentive, Motivation, Needs Hierarchy Theory, Organization, Productivity, skill, Work environment.

INTRODUCTION

Motivation is a kind of force which energizes people to achieve some common goals. Every organization either public or private is goal oriented and all efforts are geared towards the successful attainment of their goals and objectives. It has been argued that unless individual employees are motivated to make efficient use of the potentials found among them during the employment process, they may not achieve the level of performance that is desired from them (Rothberg, 2005).

For an employee to be motivated, he or she perceives that their wants are being met. Thus, the satisfaction of the employee represents an indispensable dimension of the motivational process. A satisfied individual would certainly contribute positively to the realization of organizational goals and objectives, while a dissatisfied employee may not only contribute but can even act in such a way that the realization of such goals and objectives could be completely destroyed. This underlines the importance of employees' satisfaction to the organization (Anka, 1988).

Use of the theories has enabled us to understand the link between motivation and job satisfaction, productivity, leadership styles and personal characteristics. There is a general belief that man has the natural tendency to be lazy with regards to work and he is being forced by circumstances to work. Low productivity is a problem that thrives in many societies particularly in the developing countries irrespective of constant efforts. A lot of money, energy and time are wasted, which if properly utilized will yield higher productivity

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and as such greater wealth for the societies involved. In all productive activities, the basic elements and factors include land, capital, labour and the entrepreneur. The laborers and the entrepreneurs are human and as such very important in any productive enterprise. They utilize the other factors for the realization for the goal of the enterprise. It can then be adduced that human beings play a very important role within any system and in particular industrial organizations. For this reason, they should be given a high consideration so that they can contribute effectively and efficiently during productive activities.

OBJECTIVES

The objectives of this paper are:

- To identify what motivates people in an organization.
- To examine the relationship between motivation and productivity.
- To recommend ways and techniques through which organization could motivate its staff.

HYPOTHESIS

Ho: If efficiency and non-productivity are on increase in any organization, than motivation would not achieve the desired results.

Ha: If efficiency and productivity can be achieved by applying motivational techniques, than the motivation would achieve the desired results.

REVIEW OF LITERATURE

Shah and Pathan (2009) explores the changes in productivity with major supposition of quantifying the relationships in terms of changes in the production caused by motivation among workers in maintaining secrecy, and security of confidential data. The study concludes that changes in productivity as gains in profitability are significantly related to motivation levels at all three tiers of organization structures.

Anka L. M. (2006) examines the essential skills needed by managers to work efficiently and effectively in an organization. At lower level, the major need is for technical and human skills and at higher level manager's effectiveness depends largely on human and conceptual skills. At top level, conceptual skill becomes important for successful administration. These three skills play an important role in enhancing efficiency of employees.

Campbell and Pitchard (1976) state how motivation has to do with a set of independent, viable relationship that explains the direction of skill and understanding of the task and constraints operating in the environment. Glueck (1980) defines motivation as the process or factors (motives) that influence people to act. He went further to state that psychologists view motivation as the process, and channeling behavior into a specific course. Ajibola (1976) defines motivation as a process of stimulating people to achieve organizational task as well as a process of stimulating oneself to action to gratify a felt need. Maduaburn (1988) state that motivation is an inner state that energizes, activates, moves, directs or channel behaviors toward achieving a desired goal. To him, motivation is a general class that drives desires, needs wishes and related factors which mobilize behavior towards their realization or satisfaction.

THEORY OF MOTIVATION

Psychologists have been exploring how to motivate employees since the last century and a lot of work on human motivation has been developed and widely applied. It should be noted that job satisfaction is closely associated with motivation and some important motivational theories are described below:

1. Roethlisberger and Dickson's Classic Study on Worker Performance (1939): The unusual level of attention from managers and researchers motivated workers to high performance because it fulfilled the workers' previously unmet social needs. He concluded that performance feedback and pay-for-performance

were the specific conditions that increased and maintained the high levels of performance. The fulfillment of social needs is not needed to explain the performance changes.

2. Maslow's Needs Hierarchy Theory (1954): To formulate a positive theory of motivation, humans have innate hierarchical needs; lower-order needs (e.g., air, water, food and shelter) that dominate human behavior until they get satisfied. Unmet needs create psychological tension that energizes and motivates behavior that will fill those needs. No practical tools predict and control behavior. People don't inherently dislike work. People exercise self-direction and self-control. Human beings learn to accept and seek responsibility. Management's methods of organization and control need to recheck role of motivation in higher productivity.

3. Skinner's Behavior Analysis (1953): To predict and control behavior, person's history and current environment is to be studied. Behavior is a function of environmental contingencies of reinforcement, establishing operations such as deprivation or satiation. Establishing operations and past consequences determine the direction, effort, and persistence of behavior. Vroom Expectancy Theory (1964) explains work behavior. Person must believe that there is a relation between performance and valued outcomes (Instrumentality). People must see a relationship between how hard they try and quality of performance (Expectancy). The perceived outcomes, valence, instrumentality and expectancy generate a force to exert different levels of effort in performance. It is necessary to establish a contingent relationship between performance and desired consequences.

4. Adam's Equity Theory (1965): This predict affect, motivation, and behavior based on exchange processes and social control. Explanation of dissatisfaction and low morale, internal perceptions of work environment causes people to form beliefs and attitudes. These cognitions, in turn, instigate and direct various work related behaviors (Pinder, 1998). Motivation is a function of how a person sees self in comparison to other people. Feelings of inequity cause tension. The greater the inequity, the greater the tension and the greater the motivation to reduce it. How hard a person is willing to work is a function of comparisons to the effort of others. Based on the result of the comparison, a person may either work harder, or less hard, or maintain performance.

5. Locke and Latham's Theory of Goal Setting and Task Performance (1990): This explains why some people work harder than others or perform better than others independently of their ability and knowledge. Human action is directed by conscious goals and intentions. Goals influence people's choice of task and task performance. Goals are the basis for motivation and direct behavior, provide guidelines. Two conditions must be met before goals can positively influence performance: First, person must be aware of goal and know what must be accomplished. Second, individual must accept the goal as something worth willing to work. Goals should be difficult and specific. Goal setting and feedback of tough goals lead to greater effort and persistence than easy goals, assuming that goals are accepted.

6. Ford's Motivational Systems Theory (1992): Motivation plays a major role in producing variability and change in behavior patterns. Motivation is a function of goals, emotions, and personal agency, beliefs. Motivation initiates and maintains activity until the goal directing the episode is attained. Principles for motivating humans that can alter problematic motivational patterns and promote the development should be used in more adaptive pattern.

MOTIVATIONAL FACTORS INFLUENCING PRODUCTIVITY

1. Intrinsic/Extrinsic Motivation: A recent study explores how intrinsic motivation strengthened the relationship between pro-social motivation and employee outcomes such as persistence, productivity and performance. Employees experience pro-social motivation as more autonomous when intrinsic motivation is high; because intrinsically motivated employees feel that performing well is beneficial to their own self-selected goals, as they enjoy their work and value the outcome of helping others.

2. Cognition: Cognitive theories of motivation, on the other hand, suggest that our experiences generate internal cognitions such as desires and beliefs. These cognitions, in turn, determine current performance (Clark, 1998; Ford, 1992; Maslow, 1954; Vroom, 1964). Cognitions are nothing more than our ability to describe particular reinforcement contingencies of our own behavior based on our own past experiences (Mawhinney & Mawhinney, 1982).

3. Environment: Recent models of work motivation are addressing the role of the environment as one determinant of behavior. For example, Keller's (1999) performance factors model includes antecedents and consequences as influences on performance. Locke and Latham's (1990) goal setting theory centers on goals as antecedents and feedback as consequences of performance. Furthermore, when behavior or performance does not meet societal or work standards, we tend to assume that something is wrong with the person, rather than looking for deficits in the person's environment.

MOTIVATION AND PRODUCTIVITY

It is a truism that employees are an organization's most valuable assets. This highlights the importance of understanding the theory and application of motivation to manage human resources (Amar, 2004). One wonders about the basic prerequisites of workers' productivity. Although this question cannot be answered with a definite statement, but among other factors, motivation is important for enhancing level of job commitment of workers, which invariably leads to a higher productivity of the workers.

It is necessary for motivation of the workers in organization to be enhanced in order to increase productivity. Productivity literally means the rate of power to produce, but productivity from the management or economic point of view is the ratio of what is produced to what is required to produce it. Usually, this ratio is in the form of an average; expressing the total output of some category of goods divided by the total input of, say labour or raw material. In principle, any input can be used as the denominator of the productivity ratio. One can speak of the productivity of land, labour, capital or sub-categories of any of these factors of production. Simply put, productivity is the act of producing or bringing into being commodities of great value or adding to the wealth of the world. It can be used to measure the index of growth, efficiency, economic standard etc.

On the other hand, motivation is a word that is rather cumbersome to define in a meaningful manner. Adams and Jacobson (1964) suggest that motivation deals with all the conditions that are responsible for variation in the intensity, quality and direction of behavior. From an organization point of view, motivation deals with everything that a manager knows or can use to influence the direction and rate of individual's behavior towards commitment. An overwhelming amount of energy is expended in trying to get people to do what we want them to do.

We all have a task to motivate ourselves to do what we think we should do. It is widely believed that when a worker is highly motivated, this goes a long way in improving organizational productivity, effectiveness and efficiency. Against this background, it is necessary to look for a way through which the morale of workers can be improved which will, at the end, enhance job commitment with an improvement on the standard of living of people, and increase in wealth of individuals and development of the society. This study is therefore designed to find out the link between the extents to which various motivation strategies encourage the workers to improve their job commitment and increase their productive capacity.

The relationship between motivation and productivity is more substantial than simply a psychological connection like:

(A) Gender Differences: It is found in research that women were mainly motivated by other factors in the workplace not by job role itself and had fewer primary needs met at work. Women were also more dissatisfied in their job than men.

(B) Age Differences: The research indicated that the older generation was more productive than their younger colleagues. However, research in other fields has suggested that research productivity declines with age (Over, 1982; Over, 1988), and that there is a negative association between age and scientific productivity and creativity (Cole, 1979).

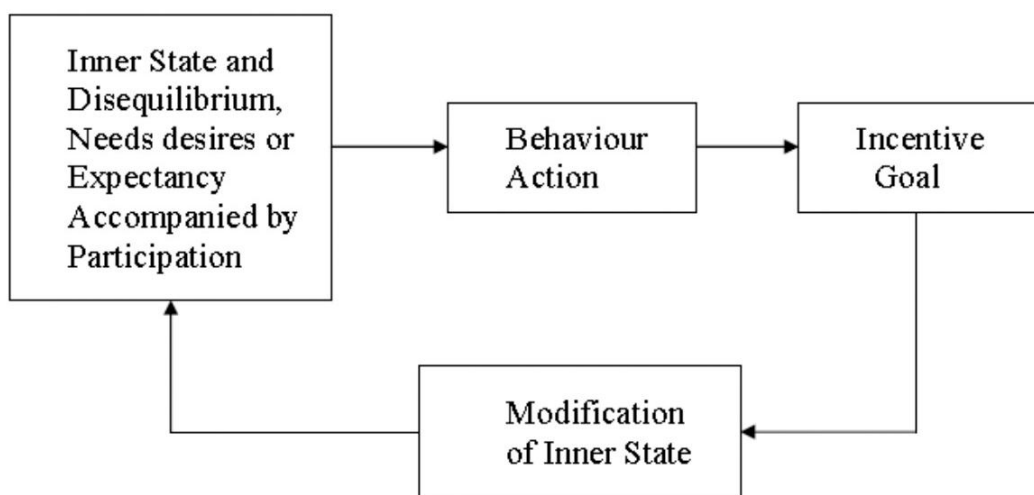
(C) Caring Responsibilities: It is investigated in those with no dependants spending more hours on work, and consequently had higher counts than their colleagues with caring responsibilities. Those with dependants were far less interested in work for their own sake, had less satisfaction from working as output was less important and felt less need of work in order to succeed.

(D) Hours Spent on Work: The results of researches clearly indicate that employees who spent more hours on work were mostly those who were motivated by their job role, and had greater job satisfaction than those spending less time on work (either because they were not motivated by their job role or because their job role did not permit it).

(E) Sources of Motivation: It is indicated in research that the majority of workers are primarily motivated by their job role rather than workplace or extra-workplace factors. Interestingly, employees who were motivated by factors external to the workplace had lower job satisfaction. Perhaps not surprisingly, employees who were primarily motivated by the job role had a higher output than those with other sources of motivation. Research also showed that having one's primary needs met at work was a key to job satisfaction and the higher the job satisfaction level, the higher the output.

Steers and Porter (1979) presents a model of the process of motivation as follows:

Figure 1. Model of process of motivation



Source: Steers and Porter(1976),p.103

This model implies that individuals have desired needs within themselves that leads to the development of aspired behavior aimed at meeting to achieve their goals or needs. A feedback is necessary in order to assess whether behavior is producing the desired goals or if there is any need for modification in the inner state of an individual.

According to Decenzo and Robbins (2007), motivation is a multifaceted process with individual managerial and organizational implication. Motivation is not what the employer exhibit but a collection of environmental issues surrounding the job. Zubair (2005) identifies factors that motivate employees in Pakistani organizations. Twenty eight key motivational factors were identified, and about 1,230 respondents were asked to rank their top ten motivators in their respective organizations. The results of the study revealed that top four motivators in Pakistani organizations were image, job security, compensation, good relationship and teamwork.

Table 1: Perception about Motivation

Motivation	Number	Percentage
Job Security	20	30.3%
In-service Training	16	24.2%
Improved Salary	12	18.1%
Promotion	18	27.2
Total	66	100

Source: RMRDC, 2011

In a specific study of RMRDC, it has been found that perception of respondents in relation to what actually motivate respondents is to put in their best to enhance productivity, the results in Table 1 revealed that 20 among 66 respondents (30.3%) prefer job security, 16 (24.2%) accepted in-service training while 12 (18.1%) and 18 (27.2%) prefer improved salary and promotion as factors that motivate employees to perform their duties. The above findings proved that there are different things that could motivate employees. Management of all organizations must identify what could motivate their employees from time to time.

CONCLUSION

Few current studies related to motivation and productivity is mentioned here. Uwe and Hartwig (2000) have examined the effects of a psychologically based management system on work motivation and productivity. It is concluded that PPM (Participative Productivity Management) helps to increase productivity mainly by increasing task and goal clarity, and that increases in productivity can only be reached reliably when no competing system of performance appraisal exists besides PPM. Wright (2002) has examined the role of work context in work motivation.

Miao and Evans (2007) studied the impact of sales person motivation on role perceptions and job performance. Empirical results from a survey of sales people indicate that, compared to the global motivation constructs, the cognitive and affective representation of I/E (intrinsic and extrinsic) motivation provides a more robust description of the salesperson motivation.

From this study, it is obvious that most workers in the industry are not satisfied and motivated in their jobs, especially those in the junior cadre. Significant relationship was found between motivation and job commitment on one hand, and satisfaction with job and job commitment on the other hand. It is found that individuals are motivated to perform well when the work is meaningful and individuals believe they have responsibility for the outcomes of their assigned tasks.

Finally, through this study we find there is a positive relationship between motivation and productivity of employees.

RECOMMENDATIONS

Pay-for-performance incentives are often utilized in the private sector to encourage competition among and within team, but such a model may not be directly applicable to the public sector, as resources are often tighter, and money may not be the primary source of motivation for those with an ethos of public service. Research suggests that individuals are motivated to perform well when the work is meaningful and individuals believe they have responsibility for the outcomes of their assigned tasks. Following recommendation are offered:

1. **Promote Challenges and Accomplishments:** Specific and challenging goals can lead to higher levels of performance, productivity, and creativity which in turn is linked with an overall stronger commitment to the organization (Perry, Mesch, & Paarlberg, 2006). We propose developing challenging goals and timelines together with employees. By setting goals, employees obtain a clear strategy for their own professional development, which creates greater satisfaction and motivation (Ambrose & Kulik, 1999). Accomplishing goals that challenge employee creativity and problem-solving skills can improve performance, enhance employee self-confidence, and improve job satisfaction which can outweigh a one-time monetary award (Perry, Mesch, & Paarlberg, 2006). Goal setting should be followed by regular and thorough feedback given by supervisors on employee's goal achievements.

2. **Create Organizational Learning Opportunities:** Goal setting should be challenging and achievable, goals can also promote learning opportunities. Organizations can integrate learning opportunities through setting goals that allow employees to engage in problem-solving and knowledge acquisition.

3. **Utilize Group Incentives as Well as Individual Incentives:** Organizational learning and employee's personal growth are impacted by the incentives offered in the work environment. It is recommended to implement a variety of awards such as team awards, individual recognition based on extraordinary performance, and rewards for all employees for achieving their goals. In order to strengthen teamwork, appreciating employees for performance that benefits the team is required. Awarding only a few people with rewards might be counterproductive. According to Bob Behn, some hard working employees might feel treated unfairly and lose their work spirit or develop resentments to other employees and the team (Behn, 2000).

4. **Rethink Job Design:** Incentives are just one method used to promote motivation in the work environment, another method is job design. It is advised to implement a job design in an organization in which employees rotate job positions, gain more responsibility over their work and resources, and engage in trainings and organizational learning opportunities. Jobs designed with a sense of challenge and task significance can facilitate a sense of meaningfulness, leading to better work performance and personal growth in the work setting (Perry, Mesch, & Paarlberg, 2006).

5. **Promote a Healthy Work Environment:** Organizational practices that motivate employees and improve performance may be ineffective if little attention is paid to the working environment. It is recommended to eliminate dissatisfactory work conditions. There should be proper setting up of an environment in which employees feel fair treatment and safe future. The employer can also install motivators such as acknowledgment, responsibility, and learning opportunity to improve the employees' performance. There are two elements crucial for motivated workers: the absence of dissatisfaction about the work environment and salary, which creates a neutral attitude towards work, followed by motivators to generate extrinsic and intrinsic motivation.

Contingent upon above suggestions, success requires a comprehensive strategy implemented thoughtfully. The synergy is to be established to build a highly motivated and empowered team of talented, top-performing professionals

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