

IMPACT OF MOTIVATION PRACTICES ON JOB SATISFACTION AND PRODUCTIVITY

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ABSTRACT

Motivation plays a crucial and significant role. Motivation has positive effect on the efficiency and performance of employees. It increases job satisfaction and brings stability in the workforce. The significance of motivation in the workplace is very high because it puts human resources into action and improves level of efficiency and job satisfaction. Motivation is a bunch of internal and external factors that stimulate desire and energy to the employees to be continually interested in and committed to the job. There are many theories of motivation. Some claim that the role of social processes in the organization is vital, as long as the need of belongingness is more important than money. Others consider organizational reward system as a possibility to motivate employees. There is no one correct approach to motivation. Every individual has its own "need theory" and that is why knowing that how to motivate employees is very important in managerial practice.

In the view of above facts our present project work is aimed at throwing light on the various motivational practices and its impact on employee's satisfaction and performance, and consequent result thereof. There are several other factors, no doubt, which have far rich influence on human resource management and some of the factors are highly crucial in effect but with the growing development of the idea, industrial units are facing worldwide competition. As a result, the motivated and satisfied workforce has become very significant and its positive effect also has constructing influence on organizational efficiency. In this paper we would like to emphasis on Impact of motivational practices on job satisfaction and productivity.

KEYWORDS: *Motivation, Job Satisfaction & Productivity, Motivational Practices, Productivity.*

Introduction

Employees are backbone of any organization. The success of every organization largely depends upon their employees. Employees are vital for the success and failure of the organization. Generating positive behavior of the employee is essential for creating congenial atmosphere and restoring the industrial peace in the organization. Employees in any organization need something to keep them working. The study of human motivation is of great importance in any theory of management. Human is an organic system, not a mechanical one. The input of energy such as food, water, rest, environmental conditions etc are converted by him into the outputs of behavior. This behavior is determined by relationship between his characteristics as organic system and the environment in which he moves. Management involves creation and maintenance of environment for performance of individuals working together in group towards accomplishment of organizational objectives and, therefore, the manger cannot perform his function without knowing what motivates people.

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There is another variable, motivation which finally determines the effort which can be expected from such employee. It is rightly said that we can buy a man's time, we can buy a man's physical presence at a given place, but we cannot buy his enthusiasm, initiative and loyalty. Motivation aims at transforming the "ability to do" into "the will to do".

Motivation

Motivation is what drives a person into doing something. Much of what we do is driven by the thought of a potential reward, or a consequence of not doing something. Rensis Likert has called motivation as "the core of management". Motivation is an effective instrument in the hand of the management in inspiring the workforce. It is the major task of every manager to motivate his subordinates or to create the 'will to work' among the subordinates. Motivation will also foster team spirit among the employees and increase their loyalty to the work group.

In order to motivate employees to work for the organizational goal, the manager must determine the motives and needs of the employees and provide an environment in which appropriate incentives are available for their satisfaction. Higher motivation leads to job satisfaction of the employees which can reduce absenteeism, staff turnover, misconduct and labour unrest. Other motivational concerns of a manager are retention and growth. According to Dalton E. McFarland, "Motivation refers to the way in which urges, desires, aspiration, striving or needs direct, control or explains the behavior of human beings". Motivation has close relationship with the behavior of human beings. It explains how and why the human behavior is caused.

Types of Motivation

- **Positive Motivation:** In real sense, motivation means positive motivation. Positive motivation includes people to do work in the best possible manner to improve their performance. Under this motivation, better facilities and rewards are provided for their better performance. Such rewards and facilities may be financial and non-financial. Positive motivation is the "Pull" mechanism, which includes enjoyment and optimism about the task that one is doing. It is a process of attempting to influence others to do your will through the possibility of gain or reward. People work for incentives in the form of the 4P's of motivation: Praise, Prestige, Promotion and Pay cheque.
- **Negative Motivation:** Negative motivation aims at controlling the negative efforts of the work and seeks to create a sense of fear for the workers, which he has to suffer for lack of good performance. It is based on the concept that if a worker fails in achieving the desired result, he should be punished. Negative motivation is based on force and fear. Fear causes persons to act in a certain way because they are afraid of the consequences. If workers do not work, they are threatened with lay-off or demotion. Hence, negative motivation is a "Push" mechanism.

Sources of Motivation

Motivation is all about what a person wants and about his emotional state, which drives him in the direction of achieving what he wants. According to Jones and George motivation comes from two sources: oneself and other people. These two sources are called intrinsic motivation and extrinsic motivation:

- Ñ **Intrinsic Motivation:** Intrinsic motivation refers to motivation that is driven by an interest or enjoyment in the task itself, and exists within the individual rather than relying on any external reward or pressure. Intrinsic motivation is based on taking pleasure in an activity originated from the relationship between an employee and a task. Thus employees within a work situation will be intrinsically motivated by their work which gives them a sense of accomplishment, enjoyment and achievement.
- Ñ **Extrinsic Motivation:** Extrinsic motivation refers to the performance of an activity in order to achieve an outcome. In other words, the desire to perform a task is controlled by an outside source such as an external reward or fear of punishment. Employees with some extrinsic work values desire some of the consequences of working which may include earning money, having status, time off from work for family or fear of losing the job.

Significance of Motivation

- It puts workforce into action and leads to stability of workforce, which ultimately leads to stability of the organization.
- It increases satisfaction level of workforce.
- Workforce will tend to be as efficient as possible by improving their skill and knowledge so that they contribute to the progress of the organization.
- The rates of staff turnover and absenteeism will be low.
- There will be increase in the quantity and quality of products. Wastage and scrape will be less. Better quality of products will also increase the public image of the organization.

Methods of Motivation

Motivational methods are instruments in the hand of management that prompt the workforce to act in a certain direction to achieve organizational goal. There are various methods of motivation which are broadly classified into two categories such as financial and non-financial methods

Financial Methods

Financial methods are in monetary forms which are measurable in money worth to motivate employees for better performance. As we know money is an important motivator. Money plays a significant role in satisfying physiological needs. As money is recognized as the basis of status, respect and power, it also helps to satisfy the social needs. The different financial methods of motivation are:

- Salary or Wages
- Incentive or Bonus
- Retirement benefits

Non Financial Methods

Non-financial methods are used to provide psychological and emotional satisfactions rather than financial satisfaction. The non-financial methods are more effective in the organization. There are many forms in which they can be given. Managers may increase motivation by giving employees more responsibility so that they feel their contribution is more valuable. Further, managers can promise the chance of promotion if they reach a certain standard or target. Some non-financial methods are:

- Appreciation and Recognition
- Growth Opportunity
- Performance Feedback and Guidance
- Participation in Decision Making
- Nomination for External Training

Job Satisfaction

Job satisfaction is the amount of pleasure or contentment associated with a job. It is an individual's emotional reaction to the job. In the words of Feldman and Arnold "Job satisfaction is the amount of overall positive effect or feelings that individuals have towards their job"⁴. It is a combination of psychological and physiological factors that makes an employee to admit that "I am happy at my job".

Job satisfaction is considered as a state of condition where employees are:

- Induced to do work efficiently and effectively,
- Convinced to remain in the organization,
- Interested in promoting the image of the organization, and
- More happy and satisfied with their job.
- Interested to contribute to increase the organizational productivity.

Importance of Job Satisfaction

When employees are allowed to operate freely, job satisfaction can contribute substantially to the organizational effectiveness. It can contribute to productive output in the form of high quantity and quality of products or services, as well as to organizational maintenance as represented by low absenteeism and turnover. Hence, job satisfaction is often much more important to the individual than to the employing organization. Individuals can change jobs, thereby obtaining more satisfying work. Organization can shift people from job to job within the firm, but their capacity to move people from organization to organization is very limited. The obvious exception is when a firm provides outplacement assistance to its laid-off workers.

Motivation and Job Satisfaction

Job satisfaction and motivation reinforce each other, strengthen each other and promote each other. If the employee is satisfied on the front of job performance he tends to be motivated, and highly motivated employees perform better on the job and derive more satisfaction out of it which ultimately leads to more job satisfaction. Apart from it motivation and job satisfaction are both psychological factors creating some forces or tension or pressure for behaving or doing the things in a particular manner. The level of job satisfaction is affected by motivational practices, the quality of supervision, social relationships with the work group and the degree to which individuals succeed or fail in their work. It is believed that the behavior that helps the organization to be successful is most likely to happen when the employees are well motivated and feel committed to the organization, and when the job gives them a high level of satisfaction.

Productivity

Productivity literarily means the rate of power to produce, but productivity from the management point of view is the ratio of what is produced to what is required to produce it. It represents goods or services produced in relation to the resources utilized in their production. Productivity represents the balance between all factors of production that will give the greatest output at less effort. It is the effective and efficient conversion of resources into marketable products that determines organizational profitability. In technical term, productivity may be defined as a relationship between output and input. Productivity is the measure of how well operation and motivation systems function. It portrays a concept about output in comparison with the inputs used for production of that output. It is, thus, defined as the ratio of output to input. According to International Labour Office, the ratio between output and one of the factors of input is generally known as productivity of the factors considered.

Job Satisfaction and Productivity

Factors of motivation and morale play a very dominant role in the productivity of an organization and these two factors are closely related to job satisfaction. Job satisfaction leads to productivity because every worker, who derives satisfaction from a particular job, is bound to put in greater time and efforts on the job. On the other hand, if workers are not satisfied with their job, they may tend to concentrate less attention and put in less time and effort on the job, leading to less productivity. There is also a possibility for greater employee's absenteeism and turnover. Thus, the greater the job satisfaction of the workers, the greater would be the efforts they make towards their job which results in improved productivity. Any organization who wants to increase productivity must make efforts to provide satisfaction for its workers. When assigning jobs to workers proper care must be taken to match the job with the people having specific talent and technical knowledge. Motivation can be used to induce and motivate the worker to accept and enjoy the tasks.

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