

Motivational Influence on the Satisfaction and Performance of Employee's at Work Place

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Abstract -The motivational influence, the level of interest and effort giving to task, is essential in maintaining an individual performance. Employee's satisfaction is the terminology used to describe whether employees are happy and content and fulfilling their desires and needs at work. Many measures purport that employee satisfaction is a factors in employee motivation, employee goal achievement, and positive employee morale in the workplace. Many measure support employees satisfaction as a factor in employee motivation evaluation. Basically employee's satisfaction is a measure of how happy workers are with their job and working environment. The motivational influence of the employees is whether positively or negatively, this paper containing the responsibility for employee satisfaction and performance focuses on the effect of motivation on their performance and satisfaction. Such as organizational development factors, job security factors, work task policies of compensation and benefit factor and opportunities which give satisfactions to employees such as promotion and carrier development also been described. This paper also described the jobs opportunity in positive or negative impact in the environment through the motivation and satisfaction of the employees through assessment of the level of motivation they get.

Keyword- satisfaction, employees, performance, organization

I INTRODUCTION

The only way to get people to like working hard is to motivate them. Today, people must understand why they're working hard. Every individual in an organization is motivated by some different way. When talking in term of employee motivation, it can be simply defined as "Employee motivation is a reflection of the level of energy, commitment, and creativity that a company's

workers bring to their jobs." The job of a manager in the workplace is to get things done through employees. To do this the manager should be able to motivate employees. But that's easier said than done! Motivation practice and theory are difficult subjects, touching on several disciplines. In spite of enormous research, basic as well as applied, the subject of motivation is not clearly understood and more often than not poorly practiced. To understand motivation, one must understand human nature itself. And there lies the problem! Human nature can be very simple, yet very complex too. An understanding and appreciation of this is a prerequisite to effective employee motivation in the workplace and therefore effective management and leadership. Employee motivation is very important for organizations as every concern requires physical, financial and human resources to accomplish the goals. It is through motivation that the human resources can be utilized by making full use of it. This can be done by building willingness in employees to work. This will help the enterprise in securing best possible utilization of resources. It results into increase in productivity, reducing cost of operations, and improving overall efficiency. Goals can be achieved if co-ordination and co-operation takes place simultaneously which can be effectively done through motivation. Stability of workforce is very important from the point of view of reputation and goodwill of a concern. The employees can remain loyal to the enterprise only when they have a feeling of participation in the management. The skills and efficiency of employees will always be of advantage to employees as well as employees. This will lead to a good public image in the market which will attract competent

and qualified people into a concern. Organizations in this dynamic globalized world are continuously trying to develop and motivate their employees to help achieve enhanced performance with various Human Resource applications and practices. Reward management system is the highly used practice for the enterprises to achieve the desired goals [1]. According to Barber and Bertz (2000), Reward management system helps the organizations to attract, capture, retain and motivate employees with high potential and in return get high levels of performance. Reward management system consists of both extrinsic and intrinsic rewards; where former involves financial rewards (salary, bonus etc) and the later includes non-financial rewards like recognition, security, title, promotion, appreciation, praise, decision making involvement, flexible working hours, workplace comfort ability, feedback, work design, social rights etc [2]. According to a study conducted by Grant (2008), motivation imposes employee outcomes for instance performance and productivity. He also established that motivated employees are more oriented towards autonomy and are more self-driven in contrast to less motivated employees. Further, motivated employees are highly engaged and involved in their work and jobs and are more willing to take responsibilities [3].

II. EMPLOYEE MOTIVATION

Motivation is fundamentally meant to facilitate behavioral alteration. It is a force that enables an individual to act in the direction of a particular objective. According to the study of Grant (2008) held on employee motivation; motivation forced such result as productivity, performance and persistence Grant(2008). According to the studies of (Ryan and Deci, 2000; Thomas, 2002, as cited in Grant, 2008); motivated employees are more oriented towards autonomy and freedom and are more self driven as compared to less motivated employees which lead to availing developmental opportunities more correctly. Similarly employee commitment with their work and jobs is more, if they are motivated as compared to less motivated employees [4]. Topic of motivation is more discussed in the subject of organizational behavior

which contains a variety of models and theories relevant to motivation. Development and growth of employees is significantly focused. According to Maslow, Alderfer, McClelland, Hackman and Herzberg; the growth is most influential motivator for individuals that exploit the potential of employees. It is found that an undeniable link exists among employee motivation and their satisfaction with the jobs and also to organizational commitment [5]. Employee motivation is most important element for all organization to attain achievement weather these are public or private [6]. According to the outcomes of the study accomplished on the association between motivation and job satisfaction of employees by Sirota et al. (2005) having 135,000 respondents from different groupings and countries, organizations implementing various motivation programs involving three constructs as camaraderie, equity and achievement were considered to be more effective than organizations that had no or twice as many 'enthusiastic' employee (of total 45%). A study was done to find the effect of employee motivation on employee performance in which it was concluded that if employees are more motivated then their performance will increase [7].

III. EMPLOYEE PERFORMANCE

Performance of the employee is considered as what an employee does and what he doesn't do. Employee performance involves quality and quantity of output, presence at work, accommodative and helpful nature and timeliness of output. According to the results of the study conducted by Yang (2008) on individual performance showed that performance of the individuals cannot be verified. Similarly he asserts that organizations can use direct bonuses and rewards based on individual performance if employee performance is noticeable. In line with Yang (2008), Bishop (1987) investigated employee performance and revealed that acknowledgment and recognition and reward of performance of employees direct the discrimination between employee productivity. Moral and productivity of employees is highly influenced by the effectiveness of performance of an organization and its reward

management system [8]. To satisfy customers, firms do much effort but do not pay attention on satisfying employees. But the fact is that customer would not be satisfied until and unless employees are satisfied. Because, if employees are satisfied, they will do more work therefore ultimately customers will be satisfied [9]. Employee performance is actually influenced by motivation because if employees are motivated then they will do work with more effort and by which performance will ultimately improve [10].

IV. JOB SATISFACTION

According to Vroom (1964) Job satisfaction is an orientation of emotions that employees possess towards role they are performing at the work place. Job Satisfaction is the essential component for employee motivation and encouragement towards better performance. Many people have defined job satisfaction over the years. Hoppok&Spielgler (1938) defines job satisfaction as the integrated set of psychological, physiological and environmental conditions that encourage employees to admit that they are satisfied or happy with their jobs .Further, the role of employees at workplace is emphasized as there is an influence of various elements on an employee within the organization. Clark (1997) argue that if employees are not satisfied with the task assigned to them, they are not certain about factors such as their rights, working conditions are unsafe, co-workers are not cooperative, supervisor is not giving them respect and they are not considered in the decision making process; resulting them to feel separate from the organization. Furthermore, he highlighted that in current times, firms cannot afford dissatisfied employees as they will not perform up to the standards or the expectations of their supervisor, they will be fired, resulting firms to bear additional costs for recruiting new staff. So, it is beneficial for firms to provide flexible working environment to employees where they feel their opinions are valued and they are a part of the organization. Employee morale should be high as it will be reflected in their performance because with low morale, they will make lesser efforts to improve [11].

V. WORKING ENVIRONMENT

The working environment consists of two broader dimensions such as work and context. Work includes all the different characteristics of the job like the way job is carried out and completed, involving the tasks like task activities training, control on one's own job related activities, a sense of achievement from work, variety in tasks and the intrinsic value for a task. Many research papers have focused on the intrinsic aspect of the job satisfaction Results have shown that there is a positive link between work environment and intrinsic aspect of the job satisfaction. Further they described the second dimension of job satisfaction known as context comprises of the physical working conditions and the social working conditions [12]. Spector (1997) observed that most businesses ignore the working environment within their organization resulting in an adverse effect on the performance of their employees. According to him, working environment consists of safety to employees, job security, good relations with co-workers, recognition for good performance, motivation for performing well and participation in the decision making process of the firm. He further elaborated that once employees realize that the firm considers them important, they will have high level of commitment and a sense of ownership for their organization. Different factors within the working environment such as wages, working hours, autonomy given to employees, organizational structure and communication between employees & management may affect job satisfaction [13]. Arnetz (1999) argue that in organizations; can be observed that mostly employees have problems with their supervisor who is not giving them the respect they deserve. Supervisors also show harsh behaviour to employees due to which they are not comfortable to share good and innovative ideas with their supervisors. Furthermore, he describes that top management limits employees to their tasks rather than creating a sense of responsibility in employees by making them work in teams to attain high performance [14]. Petterson (1998) argues that the interaction between employees within a business is crucial for accomplishing the organizational goals. Further he describes that the

communication of information must be properly done in a timely manner so that the operations of the business are running smoothly. If there is a clash between co-workers then it is difficult to achieve the objectives of organization. Based on the above discussion, the objective of this paper is to determine the relationship between the working environment and employee job satisfaction [15].

VI. HOW EMPLOYEE MOTIVATION AFFECTS EMPLOYEES' PERFORMANCE

The extent in which employees are motivated in their work depends on how well those employees are able to produce in their job. Motivation is expected to have a positive effect on quality performance; employees who are characterized by a high level of motivation show a higher work and life satisfaction. Having a high level of motivation is therefore in itself valuable for employees and a decrease in motivation might affect employee's performance. The motivation leads to high level of initiative and creativity from the employee and where monitoring is difficult, motivation is therefore extremely important for ensuring high quality performance. Quality of employee performance could be measured by three individual measures of employee performance. The first measure of the individual performance items is a self-rating measure of employee performance through a program called SAP. The performance of the employee asks to indicate eight-point scale on how well the employee is doing the job. The second measure of the performance is the extent to which the workers are willing to conduct tasks that are not part of their job description. The employees are asked to report on the SAP about their willingness to perform additional tasks that are not expected from them regularly and to think constructively about how the organization they work for could be improved upon. Finally, the measure of performance is the numbers of days they are absent.

VII OBJECTIVES OF THE STUDY

The general objective of the study is to investigate the place of motivation in increasing organizational

productivity among manufacturing. The specific objectives are:

1. To examine the effect of employee's motivation on organizational performance
2. To determine the factors that increase motivation of employees in an organization
3. To examine the relationship between employee motivation and organizational performance

VIII. RESEARCH QUESTIONS

1. How does employee motivation affect organizational performance?
2. How does increase in motivational tools affect employees in an organization?
3. Does employee motivation have any relationship with organizational performance?

IX. METHODOLOGY

This research is going to be conducted base on the use of secondary data that include the use of Books, Internet source, Journal and Article publication.

X. RESEARCH FINDINGS

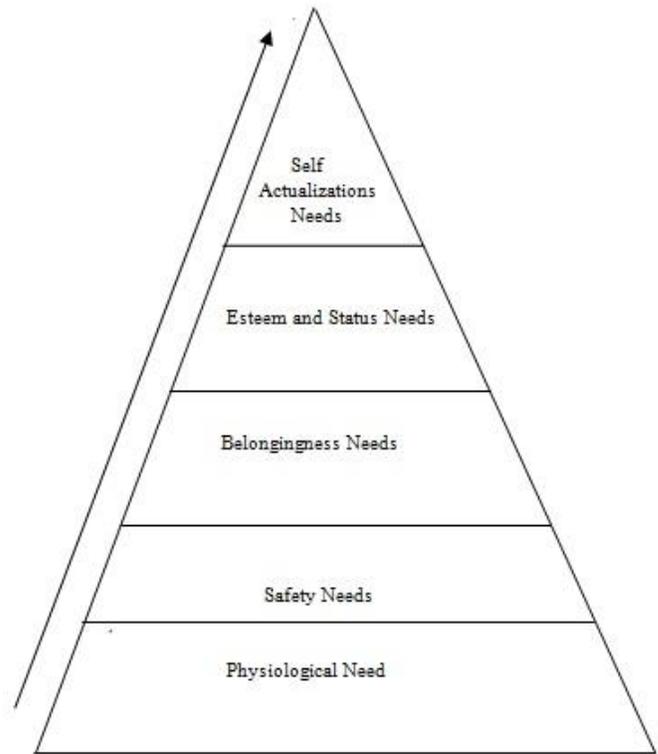
Job satisfaction has been a topic of wide interest to both academic and practitioners for past four decades. In fact it has been one of the most frequently studied variables in organizational behavior research and human resource theory and practices (Spector 1997). The traditional model of job satisfaction focuses on all the feelings that an individual has about his/her job. However, what makes a job satisfying or dissatisfying is not limited to the nature of the job but it also depends upon the individual's, perceptions, attitudes and expectations towards the job itself [16].

The work of Maslow (Maslow 1954) has played a crucial role in developing and shaping many concepts in organizational behavior including job satisfaction. Based on Maslow's theory, some researchers have approached job satisfaction from a need fulfillment perspective [17]. However, during the last two decades, this approach has become less popular as more researchers are emphasizing

on the cognitive process rather than the underlying needs. Therefore, in contrast to the traditional view, job satisfaction was defined as all the feelings that an individual has about his/her job [18]. This view was primarily based on cognitive processes which over the years have resulted in the attitudinal perspective and has now taken centre stage in the study of job satisfaction [19].

Abraham H. Maslow has developed his theory on motivation on five different Hierarchy:

1. **Physiological Needs:** According to Maslows, human beings usually strive to satisfy their physiological needs first. Once these are satisfied, they no longer motivate human behaviour. They are synonymous with biological needs of human being like hunger, thirst, sleep, sex etc.
2. **Safety and Security Needs:** people then, are motivated by the next higher order needs, viz., security needs. These include job security, physical danger, property etc. like this, human being strive to satisfy their needs in the sequential order in a step-by-step manner.
3. **Belongingness and Social Needs:** Being a social animal man is always interested to live in a society or group which loves him most. These include the needs of affection, love and belongingness from other human beings.
4. **Esteem and Status Needs:** these needs may be (a) self esteem or (b) public esteem. Self esteem means esteem in eyes of self i.e., a feeling that he is doing something worthwhile. Public esteem means esteem or image in the eyes of public such as praise, admirations, public appreciation etc.
5. **Self actualization needs:** Maslow regards this, as the highest needs in his hierarchy. These are individual needs for realizing his own potentialities, opportunity for creativity and for continuous development of the individual power and still.



Another school of thought was developed based on the two factor theory of job satisfaction (Herzberg 1959) and suggested that both satisfaction and dissatisfaction are two separate constructs. Intrinsic factors named 'motivators' (i.e. factors which were inherent to the nature and experience of the job) were found to be 'satisfiers' and included: recognition, achievement, the work nature, level of responsibility. On the other hand extrinsic factors named 'hygiene factors' were found to be job dissatisfies and included: company rules, regulations, policies, hierarchy, supervision, salary, workplace environment and interpersonal relations. Herzberg and Mausner's Motivation hygiene theory has been a key influencer in the study of the nature of job satisfaction and has been predominant in the development of measures for assessing job satisfaction.

Thus, job satisfaction has been defined and measured as a global construct and as a concept with multi dimensions or 'facets' [20]. This study adopts a global approach over a faceted approach, conceptualizing job satisfaction as a degree of positive emotions towards a work role [21].

Given that employees satisfaction with their jobs, have been found to be related to number of organizational outcomes, such as increased customer satisfaction [22], lower turnover rates [23], increased response rate [24] and higher performance at work place [25], it is not surprising that the concept of job satisfaction has attracted much attention. Researchers have attempted to identify the various constituents of job satisfaction, measure the relative importance of each constituent and examine what effect these components have on worker's productivity [26]. A range of findings derived from quantitative and qualitative studies have been reported in the literature on sources of job satisfaction among employees. However most of these studies have been conducted within healthcare particularly, nursing with few focusing on financial services [26].

XI. CONCLUSION

In light of the findings of the study, a hired staff should be given a job he has been trained for and is best suited for so that he can enjoy doing what he knows best. Subordinates are also well motivated when granted responsibility and some form of authority. Hard working, talented and ambitious staff members should be given room to develop their full potential. Our findings also revealed that there is obvious difference between properly motivated workers and those who are not. This means that workers who are motivated have a sense of belonging, recognition and achievement. If employees are encouraged by motivation, they can strive to make sure that they identify with the organization. Since they are highly motivated, they will perform their functions with all sense of responsibility, humility and efficiency. All motivated workers are pampered in their effort to perform creditably well in their functions. The needs and wants of the employees should be looked into. The employees should be exposed to seminars and workshops as they play significant role in reviewing the past with criticisms and providing solutions and remedies to current problems and issues in the best interest of the employees and the organization itself. The use of periodic performance

reviews, basing recognition upon systematic evaluation would also help motivate workers.

XII. RECOMMENDATIONS

1. They should provide an atmosphere for the attainment of high productivity, which will in turn give employees a feeling of satisfaction.
2. Employees should be given the opportunity to contribute their ideas to the affairs of the organization as this will boost their morale and consequently lead to higher productivity.
3. Management should make positive effort towards improving and maintaining effective communication system between the three levels of management (top, middle and low) and subordinates, so that workers will be acquitted of what is expected of them by the management.
4. Employees should be promoted when due in order to ensure better job performance.
5. Management should make efforts to improve salaries, working conditions, job security, job dissatisfaction and poor supervision to certain standard that will make employees feel happy about their job.
6. Managers should hold out the promise of reward once the objective is achieved, because behaviour, which is perceived to be rewarded, will tend to be repeated.
7. Management should try to make materials and equipments that will enhance effective performance of workers available.
8. Management should also use merit award for difference displayed in the performance of a job by an employee.
9. Employees should be given the opportunity to take part in training programmes to help them improve their skills and knowledge on the jobs.
10. Finally, functional recreational facilities should be provided for employee's relaxation.

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