

Evolution of Employee Motivation Over the Years

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Abstract: - Employee Motivation is essentially about commitment to doing something. In the context of a business, motivation can be said to be about “The will to work”. Motivation is an internal drive that activates behavior and gives its direction. The word motivation is coined from the Latin word “movere”, which means to move. The term motivation theory is concerned with the process that describes why and how human behavior is activated and detected. It is regarded as one of the most important areas of the study in the field of organizational behavior. Every organization needs to have well motivation in employees to perform their work good in the organization. Today’s employees are motivated by something deeper than previous generations. My study is to examine the motivation in employees to know the level of motivation in employees of the company and to provide practical suggestions for the improvement of organization’s performance as you think about this year’s motivation strategies, be on the lookout for what you can change, upgrade, and evolve. when the employee feels good about their jobs, certain factors tend to consistently related to job satisfaction.

Key Words: — *Motivation, organization performance, recognition, appreciation.*

I. INTRODUCTION

Employee Motivation is an integral part Human Resource Management and it plays a crucial role in the long-term growth of an organization. Motivation can be defined as the inherent enthusiasm and driving force to accomplish a task. It can be used in directing employees’ behavior and actions for a constructive vision or goal. Proper motivation turns an employee into a loyal asset and helps in maintaining the retention rate. Employee motivation is defined as the commitment, the energy levels, and the creativity that the employees bring to their job. Even though employees’ motivation doesn’t directly influence organization’s growth, it is like a necessary pre-condition because lack of motivation among the employees can have a detrimental effect on their performance.

Well-motivated employees are an asset to the organization and they write the success of organization and therefore, every organization should accord utmost attention to employees’ motivation. A well-motivated employee stays with the organization through its thick and thin.

Motivation is essential for establishing an effective relationship between the employer and the employees. In the modern management system many methods of motivation have been put into practice to enhance productivity of the employees. Apart from various methods of motivation, there are certain well-acknowledged motivators such as job design, nature of job and system of incentives and rewards for the employees that play a decisive role in ensuring employees’ longevity, productivity and efficiency.



The factors that stimulate the behavior and actions of the people are as follows –

- Success and advancement in Life
- Desire for Money
- Desire to be empowered
- Work Satisfaction
- Recognition in the Society etc.

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II. IMPACT OF WELL-MOTIVATED EMPLOYEES

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A. *The Evolution of Employee Motivation*

In Drive: The Surprising Truth About What Motivates Us, author Daniel Pink outlines the evolution of motivation, and offers tips that can be used to motivate today's employees. Don't have time to read the whole book? No problem. We've included the highlights below.

B. *Motivation_1.0 –Hunger and thirst*

In the earliest days of history, humankind was motivated by biological needs, such as hunger and thirst. However, as our societies evolved into something more complex, so did what motivates us. In order for humans to work together, Pink says, "We often needed ways to restrain this drive—to prevent me from swiping your dinner." Workers needed to be motivated by something more sophisticated.

C. *Motivation_2.0_Carrotandstick*

Also known as the "carrot-and-stick" method, Motivation 2.0 is based on the idea that humans have a second drive to "seek reward and avoid punishment," and that we can channel this drive to help us achieve goals. This method gained a lot of momentum over the past two centuries, particularly during the Industrial Revolution, when much of the work was simple or routine. Since then, our work has evolved to include more creative tasks, which meant that our motivation methods needed to change to keep up.

D. *Motivation 3.0 – Autonomy, Mastery & Purpose*

Pink says that motivation needs to keep evolving in order to keep up with today's employees and work. Motivation 3.0 speaks to a third human drive: "to learn, to create, and to better the world." This method effectively motivates employees by

focusing on internal drivers, rather than short-lived external rewards. The three drivers are outlined in the tips below.

E. *Motivation Lessons for Today's Leaders*

Give Employees Autonomy:

By nature, humans want to be "autonomous and self-directed." Pink suggests empowering employees to explore new ideas, allowing them to work flexible schedules, giving them a say in hiring new talent, and letting them decide how they want to tackle a problem.

Give Employees Mastery Opportunities:

Pink says "making progress in one's work turns out to be the single most motivating aspect of many jobs." You can help employees achieve a sense of progress by working closely with them to assign tasks that match their skill levels, so employees are neither anxious nor bored.

Give Employees a Sense of Purpose:

Humans, by their nature, seek purpose—to make a contribution and be a part of a cause greater and more enduring than themselves," says Pink. You can fulfill your employees' sense of purpose by making community service part of your corporate culture. Try organizing in-office food drives, or inviting the team to spend a day volunteering.

Today's employees are motivated by something deeper than previous generations. As you think about this year's motivation strategies, be on the lookout for what you can change, upgrade, and evolve.

III. OBJECTIVES

A. *Salary, Wages and Conditions of Service*

personnel managers must consider four major components of a salary structures these are the job rate, which relates to the importance the organization attaches to each job; payment, which encourages workers or groups by rewarding them according to their performance; personal or special allowances, associated with factors such as scarcity of particular skills or certain categories of information professionals or librarians, or with long service; and fringe benefits such as holidays with pay, pensions, and so on.

B. *Money*

This is done through the process of rewarding employees for higher productivity by instilling fear of loss of job (e.g., premature retirement due to poor performance). The desire to be promoted and earn enhanced pay may also motivate workers.

C. Staff Training

Staff training is a substantial strategy for motivating employees.

D. Information Availability and Communication

Information availability brings to bear a strong peer pressure, where two or more people running together will run faster than when running alone or running without awareness of the pace of the other runners. By sharing information, subordinates compete with one another. Today organizations from all around the world struggle to motivate its employees in order to survive and compete in dynamic corporate environment successfully as motivation puts human resources into action, improves level of efficiency of employees, enables the organizations to attain sustainable competitive advantage and ultimately leads to attain organizational goals (Mohsen et al., 2004).

IV. LITERATURE REVIEW

Employee Motivation Employee Motivation is a widely practiced exercise now across all corporate sectors, the idea of motivation is derived from a Latin word “movere” which means “to move” and motivation is what moves the employees from weariness to attention (Mohsen et al., 2004). Robbins (1993) define the employee motivation (as cited in Ramlall, 2004) as: “the willingness to exert high levels of effort toward organizational goals, conditioned by the effort’s ability to satisfy some individual need”, another definition is an action that stimulates an employee to take a course of action, which will lead to attain some goal or to satisfy certain psychological needs of employee (George and Sabapathy, 2011). Robbins and Judge (2008) defined, motivation as the processes that account for an individual’s intensity, direction, and persistence of effort toward achieving goal. The three main components in the definition are intensity, direction, and persistence. Intensity is related with how hard a person tries. This is the element most of us focus on when we talk about motivation. However, high intensity is unlikely to lead to favorable job-performance outcomes without the effort is channeled in a direction: that benefits the organization. Motivation has a persistence dimension. This is a measure of how long a person can maintain effort (Robbins and Judge, 2008). There are multiple theories in management that discusses the work motivation and divided by (Johnson, 2005) into four categories, Employee motivation need theories which profile motivational need theorists Maslow (1943) and McClelland (1961). Employee motivation equity theories which explain the theories of Adams (1963), based off of prior work by Festinger (1957). Employee motivation expectancy theories developed by Vroom (1964), expanded by Hackman & Porter (1968), and further extension of expectancy theory

by Porter & Lawler (1968), and European Journal of Business and Management www.iiste.org ISSN 2222-1905 (Paper) ISSN 2222-2839 (Online) Vol.9, No.15, 2017 136 Task and goal employee motivation theories developed by Herzberg (1959), Locke & Latham (2002) based from prior work of Ryan (1970), Reynolds (2002) derived from Rosenthal & Jacobson (1968), followed by Hackman & Oldham (1968) and concluding with McGregor (1960). There are two types of motivation, intrinsic motivation and extrinsic motivation (Thomas & Velthouse, 1990, Mohsen et al., 2004, Gagne, 2005, Dwivedula et al., 2011, George and Sabapathy, 2011). Thomas & Velthouse (1990), defined intrinsic motivation as “a positively valued experiences that an individual employee gets directly from their work tasks”, stems from a direct relationship between the doer and the task (George and Sabapathy, 2011), depend on employee’s volition to predict her behavior (Dwivedula et al., 2011). They are self-motivated because they enjoy performing the actual tasks or enjoy the challenge of successfully completing the tasks (Mohsen et al., 2004). The self-generated factors, that affect people to behave in a particular way or to move in a particular direction includes responsibility, freedom to act, scope to use and develop skills and abilities, interesting and challenging work and opportunities for advancement. Feelings of achievement, accomplishment and competence-derived from performing one’s job are examples of intrinsic motivators and It is related to ‘psychological’ rewards (George and Sabapathy, 2011). Extrinsic motivation stems from the external work environment to the task and is usually applied by someone other than the person being motivated (George and Sabapathy, 2011), the external motivation maintains that the relationship between individual’s motives and the behavior is moderated by the individual’s affection, and cognition of the outcomes (Dwivedula et al., 2011). Extrinsic motivation is related to ‘tangible’ rewards. (George and Sabapathy, 2011). Employees who are externally motivated, generally don’t enjoy the tasks but are motivated to perform well by some reward, pay, promotion, praise or avoid any negative consequences (Mohsen et al., 2004). The discussion on the internal and external basis of motivation concludes that work motivation is a multi-dimensional concept (Dwivedula et al., 2011). Charles & Marshall (1992) found, that the top motivators for employees were: good wages, good working conditions, and appreciation for a job well done. Simons & Enz (1995) found, in their studies in the United States and Canada the motivation factors of hotel workers are 1. Good Wages 2. Job Security 3. Promotion & growth in the organization 4. Good working conditions 5. Interesting Work 6. Full Appreciation of Work Done 7. Personal loyalty to employees 8. Feeling of being “in on things” 9. Tactful Discipline 10. Sympathy help with personal problems

V. METHODOLOGY

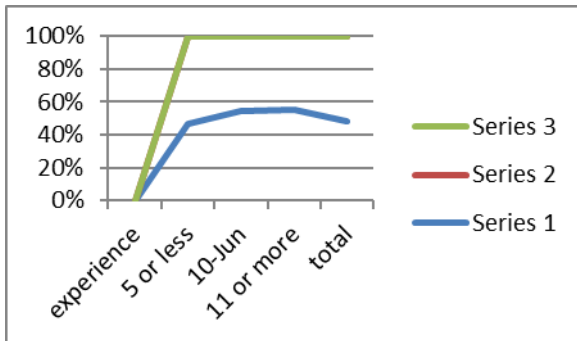
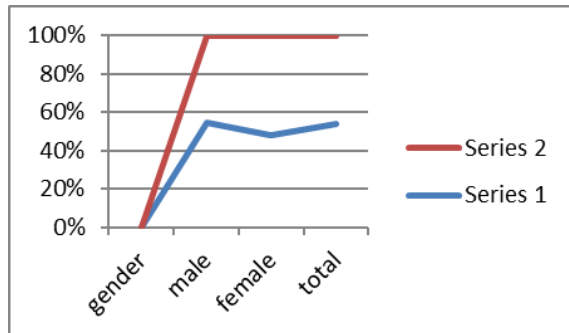
Research Methodology This study analyzes the association between motivation and organizational commitment, employee motivation is the independent variable and organizational commitment is used as the dependent variable. Population of study The research was conducted with a convenience sample of (97) participants, representing the front line employees in C-Town Retail Stores and Sameh Mall in Jordan. The sample gave representation to male and female employees. Methods of data collecting This research is categorized in survey-type studies A survey research is able to describe the situation of a company from information gathered through a questionnaire. Another method possible is to form explanations based on statistical analysis of the data (Alkhaffaf, 2011). A questionnaire was developed for the purpose of collecting data. As each survey was distributed, the researcher explained the directions for completing each survey, and explained that the respondents' identity was kept confidential and participation was voluntary. Instrument A modified questionnaire tagged motivation and organizational commitment was used for the collection of data on the study. The questionnaire was specifically designed to accomplish the objectives of the study. The European Journal of Business and Management www.iiste.org ISSN 2222-1905 (Paper) ISSN 2222-2839 (Online) Vol.9, No.15, 2017 138 questions were designed to be answered in a five-point Likert scale format for the motivation and organizational commitment scale, and multiple choice or categorical variables relating to respondent demographics. The first section collected information such as age, gender, marital status, position, and so on. The second section measured motivation (twelve motivational factors). The questionnaire was developed to collect information to answer the research objectives and consisted of the following twelve items used as motivational factors: a feeling of being involved, job security, supervisor's help with personal problems, good wages, interesting work, tactful discipline, promotion or career development, good working conditions, management/supervisor loyalty to employees, gratitude for a job well done, monetary incentives for a job well done, and public celebration for a job well done. These questions were answered in a 5-point Likert scale ranging from (1) Strongly Disagree to (5) Strongly agree. This was used to understand the motivational set of front line employees. The third section measured organizational commitment, the organizational commitment questionnaire originated from Allen and Meyer's (1990) Scale of measurement of organizational commitment. Each dimension of organizational commitment: affective, continuance, and normative, was measured by six items. Items are rated on a 5-point Likert Scale, is labeled from Strongly disagree (1) Disagree (2) Neutral (3) Agree (4) to strongly agree.

VI. ANALYSIS

| Gender | Frequency | Percentage |
|--------|-----------|------------|
| Male | 90 | 75 |
| Female | 10 | 11 |
| Total | 100.0 | 86 |

| Experience | Frequency | Percentage |
|------------|-----------|------------|
| 5 or less | 67 | 76 |
| 6-10 | 12 | 10 |
| 11 or more | 5 | 4 |
| Total | 84 | 90 |

Statistical analysis was conducted using the Statistical Package for Social Sciences software (SPSS). For the purpose of examining and analyzing research variables, and therefore testing of hypotheses, the following statistical tests and tools were used Mean and Standard Deviation to calculate central tendency and variance of responses of study sample to the various items of questionnaire. Cronbach Alpha Correlation Coefficient to compute the reliability. Simple Linear Regression to test the three secondary hypotheses, ANOVA Analysis and Pearson Correlation. 7. Data analysis and findings: 7.1 Frequency and descriptive data A total of 125 questionnaires were distributed to different branches of C-Town retail stores and Sameh Mall employees, out of which 100 responses were collected back, 3 questionnaires were incomplete and were thus excluded from the study, thus leaving 97 responses for analysis. Out of 100 respondents, total of 90 were male respondents, and total of 11 were female respondents, and the majority of respondents have less than 5 years working experience (n = 67, 76%). Table (1) Gender of respondents Table (2) Respondents experience.



Besides to this, the largest number of respondents were Cashiers (n = 39, 40.2%), this was followed by Salesman (n = 27, 27.8%) and Supervisor job (n = 21, 21.6%). The distribution percentage of the respondents according to age group were 58.8 % of the respondents were from 18 to 25 years old, 18.6 % were from 26 to 30, 22.7% were 30 or more.

VII. LIMITATIONS

- Unmotivated employees do not take an interest in their organization.
- They include in spreading 'rumors'.
- There is no co-operation from unmotivated employees.
- The threats of strikes, demonstrations, etc. creates problems for the management

VIII. CONCLUSION

This study has investigated the relationship between employee motivation and the three variables of organizational commitment namely; affective, continuance and normative organizational commitment. The study revealed that there is a significant impact from employee motivation of front line employees of retail stores in Jordan on organizational commitment (affective, normative and continuance).

Employees' motivation and commitment were investigated and it was found that the employees are neither motivated nor committed to their duties. As we noticed from the analysis, the workers' attitude and perception of the motivational factors varies, however majority of them believe that "good wages" and "gratitude for a job well done" play a key role in motivating them into performing their duties in a desirable manner. As we showed in previous analysis, the strong relationship between colleagues considered as the most motivational factor that affect employees in our study. The present results have indicated that the correlation between employee motivation and affective commitment is strongest ($r = 0.344$), this was followed by normative commitment ($r = 0.331$) and continuance commitment ($r = 0.238$). Employee motivation has the least correlation with continuance commitment. Employees with strong affective commitment feel an emotional attachment to the organization and therefore will have a greater motivation and desire to contribute to the organization than employees with weak affective commitment. Employees with strong normative commitment are related to the organization by feelings of obligation.

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