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EMPLOYEE MOTIVATION: A STUDY ON MODERN WORKPLACE MOTIVATION

Amit Singh (Asst. Prof.)*

*Dept Of Business Administration ,HP Institute of Higher Education, Budaun,UP

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ABSTRACT

According to *Webster's New Collegiate Dictionary*, a **motive** is "something (a need or desire) that causes a person to act." Motivate, in turn, means "to provide with a motive," and motivation is defined as "the act or process of motivating." Thus, **motivation** is the act or process of providing a motive that causes a person to take some action. In most cases motivation comes from some need that leads to behavior that results in some type of reward when the need is fulfilled. This definition raises a couple of basic questions.

The performance that employers look for in individuals rests on ability, motivation, and the support individuals receive; however, motivation is often the missing variable. **Motivation** is the desire within a person causing that person to act. People usually act for one reason: to reach a goal. Thus, motivation is a goal directed drive, and it seldom occurs in a void. The words *need*, *want*, *desire*, and *drive* are all similar to *motive*, from which the word *motivation* is derived. Understanding motivation is important because performance, reaction to compensation, and other HR concerns are related to motivation.

The modern workforce now includes employees spanning three distinct generations. While all employees are inherently different despite age, differences between these generations do follow common themes— each has its own knowledge, strengths and weaknesses. Managers must know how to work with them all to maintain a successful business. If you understand a little bit about each group you will appreciate what motivates them to maximize their output, leading to fulfilling opportunities for everyone. The answer to the frequently asked question of how to motivate employees has two parts. First use short term techniques to warm up your employees. Then move on to putting bigger programs in place for long term effects. Short term techniques and ideas work and should be used at every opportunity. Even if a long term motivation plan doesn't exist. They are great ways to inject some short bursts of excitement into the workplace. Just keep in mind that they will be less and less effective over time. This is why it is so important to use them in conjunction with long term programs.

INTRODUCTION

The term motivation derives from the Latin *movere*, "to move." It is virtually impossible to determine a person's motivation until that person behaves or literally moves. By observing what someone says or does in a given situation, one can draw reasonable inferences about his or her underlying motivation. As it is used here, the term motivation refers to the psychological process that gives behavior purpose and direction. By appealing to this process, managers (motivators) attempt to get individuals to willingly pursue organizational objectives. Motivation is a psychological force within an individual that sets him in motion for achievement of certain goals or satisfaction of certain needs. Psychologists believe that if we can identify what motivates a person, we can understand the person. It is the energy that gives them the strength to get up and keep going even when things are not going their way. Motivation is a term that refers to a process that elicits, controls, and sustains certain behaviors. It is a group phenomenon which affects the nature of an individual's behavior, the strength of the behavior, and the persistence of the behavior. For instance: an individual has not eaten, so he or she feels hungry, and as a response he or she eats and diminishes feelings of hunger.

There are many approaches to motivation: physiological, behavioral, cognitive, and social. It is the crucial element in setting and attaining goals—and research shows you can influence your own levels of motivation and self-control. According to various theories, motivation may be rooted in a basic need to minimize physical pain and maximize pleasure; or it may include specific needs such as eating and resting; or a desired object, goal, state of being, or ideal; or it may be attributed to less-apparent reasons such as altruism, selfishness, morality, or avoiding mortality. Conceptually, motivation should not be confused with either volition or optimism. Motivation is related to, but distinct from, emotion.



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METHODOLOGY

In this research paper a conceptual framework is developed on the basis of review of the past studies and implications have been suggested for HR departments. The objective of this research is to understand the employee motivation in the new framework. Data collection methods are an integral part of research design (Sekaran, 2002). The selection of an appropriate method depends on the nature of the problems. However, data collection method for this study is based on secondary documents study. Since the study is based on secondary data/information, the author has collected data/information from many published research articles, different books, internet, various journals and dissertations (mentioned in the References part of the report) concerning the study. This paper has illustrated the importance of motivation in an organisation and has made it clear that it is advisable for any organization to develop new perspectives for motivating employees: the notion that successful organisations are those that best deploy their human resource in the way that they would deploy any other resource.

PRIOR APPROACH (LITERATURE REVIEW)

Golzadeh (2001) in a study on “Factors affecting employee motivation in organizations” stated that human beings, whether in industrial or business organizations, are seen as one of the important factors for the attainment of the organizational goals. As such, motivating factors inside humans must be recognized in order to enhance efficiency and productivity and then embark on satisfying their needs to improve their efficiency. In addition, all authorities in the field of management regard motivation as a complex behavior and thus with a multidimensional nature. As a result, the understanding and the application of motivation is dependent on the knowledge and skills needed to apply it. Of course, an awareness of motivation as the cause of the activities and behaviors done by the organization’s members is of high significance for all managers. The exploration of motivation provides answers to questions dealing with human behavior: Why humans working organizations?, Why are some people active while some are inactive? What are the reasons for job interest/disinterest in job? These questions and many others are related to the issue of motivation and their answers can be found in relation to employees’ motivation and their motives. Therefore, managers can take easily some actions to fulfill organizational goals in cooperation with the employees and successfully perform their other roles by gaining a mastery of how to motivate employees. Accordingly, making employees satisfied and getting them more interested in their jobs as well as the fulfilment of organizational goals is of vital importance. If the reasons for employees’ dissatisfaction become clear it is possible to make more efforts to enhance their working conditions and make them more satisfied since when people feel satisfaction with their jobs they will unconsciously perform their job more carefully and they will be pleased by doing so. Abzare et al. (2010) performed an analytical descriptive study on “Factors influencing the motivation of employees working in public and private hospitals in Isfahan”. The population under study included all employees working in major public and private hospitals in Isfahan in all job levels such as including medicine, paramedicine, nursing, and administrative- logistic positions. The sample size was determined using limited sample size formula and 248 employees were selected through simple random sampling and included in the research sample. The instrument used to collect the data was a 52-item questionnaire with three scales of material, spiritual, and organizational factors. The validity of the questionnaire was confirmed by face validity and its reliability was estimated as equal to 0.82 by the Cronbach alpha coefficient. The results indicated that there was a significant difference between the mean scores of occupational level, employment status, and education level. Employees in the public and private hospital under study had different motivational priorities so that spiritual factors were considered more important in the public hospitals than in the private hospitals. Ostovar et al. (2003) conducted an analytical descriptive study on “Factors affecting employee motivation in the Yasuj University of Medical Sciences. The results indicated that the managers and the employees held consistent views about the hierarchy of needs. In other words, there was no significant difference between motivational factors in the views of the managers and the employees. Besides, it was noted that the managers and the employees have significantly similar views about employees’ needs and some factors such as level of education and job satisfaction. Bakhshi Ali Abadi et al. (2004) performed a descriptive study on “Factors improving job motivation among the faculty members of Rafsanjan University of Medical Sciences”. The participants were all 82 faculty members of Rafsanjan University of Medical Sciences who completed a 40 item questionnaire developed by the researchers based on Herzberg’s two factorial theory with an acceptable level of reliability and validity. The results indicated that 81% of the participants regarded external factors and 72% considered intrinsic factors as job motivational factors. The most important extrinsic factors affecting job motivation were salary, job security, workplace conditions, the quality of communication with others, supervision, and policies governing the workplace and the most significant intrinsic factors were the nature of job, appreciating employees, job development, and job success, respectively. According to the participants, extrinsic (health) factors were more important than intrinsic

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(motivational) factors in creating job motivation. This finding is not consistent with Herzberg's theories. It was also noted that salary and job security are the most important predictors of job motivation. Rezaie et al. (2009) conducted a survey study on "Factors affecting job motivation among local promoters in Markazi Province". The results of the correlation analysis indicated that there is a positive significant relationship between age, farming experience, ranching experience, promotion experience, the history of living in a village, income, the area of household land, promoters' social participation and their interest in farming and ranching activities, and their job motivation. Besides this study suggested that there is a significant relationship between gender, marital status, the promoters' main job, and their job motivation. Age, participation in promotion activities, interest in farming and ranching activities were entered into the regression equation in three steps. It was noted that these three variables could explain on the whole 63% of variations in the local promoters' job motivation. Amirkhani (2010) investigated the relationship between employee motivation and client satisfaction in the branches of Tehran's Social Security Organization. It was assumed that if the employees' health-motivational needs (e.g. physical conditions, effective leadership, cooperation and synergy, reward, job security, salary, creativity, and innovation) are met, it will lead to the customer satisfaction. Accordingly, a total number of 150 employees and 50 customers available were surveyed using Herzberg's two dimensional model (health-motivational factors). The result suggested that the impact of motivational factors on employees' performance and customer satisfaction is greater than health related factors. The results of regression analysis also indicated that if the motivational needs of the employees are met, 16% of the customer satisfaction can be attributed to the fulfilment of the employees' motivational needs. Finally, about 34% of the customer satisfaction variations can be attributed to employees' motivation to improve their performance and to raise the quality of service delivery to customers. Vioasami et al. (2001) conducted a study on the factors influencing employee motivation and explored the relationship of communication skills, crisis management, interpersonal relations, decision making, conflict management, error management, risk-taking, reward management trust, supervision, and guidance with the motivational climate in the organization in the viewpoint of employees. The results suggested that employees' motivation will be increased by their participation in decision-making process. The following six components, in general, have the highest impact on the public promotion employees' motivation: progress, dependence, attachment, development, expertise, and control. Wangi et al. (1994) studied factors affecting employee motivation in Kenia and noted that the quality of supervision and management, insurance, reward, and job experience affect employee motivation. However, personal characteristics such as age, gender, marital status, education level, and job experience are less associated with employee motivation. Franco (2004) examined factors affecting employees' health and concluded that the feeling of proud, efficiency, honesty in management, and job security are among the most important motivational factors. Similarly, factors such as financial and nonfinancial rewards were also found to be significant in this regard. In another study done by Timreck (2002), participants considered factors such as the feeling of success, recognition, responsibility, and getting promotion as important motivational factors while feeling guilty and threat were seen as negative factors.

OUR APPROACH

Motivation in the workplace in general terms is the process leaders use to get their employees to deliver high producing results. For success in today's difficult workplace environment. You better have a strong understanding of how to create long lasting performance and morale. Many leaders think they understand how to create motivation in the workplace. The problem here is that they think we have an idea of how it works. But actually they just don't have a strong enough understanding. Leaders who do understand will not make the following types of statements. **"Get it done or else" or "Your lucky to even have a job"**. These statements may have worked in the past. In today's workplace they are simply counterproductive. Employees constantly hear of cost cutting tactics like payroll, benefits, and layoffs. Not to mention a bad economy. So you shouldn't be surprised that morale is low. To make matters worse many leaders increase employees responsibilities with little or no pay increases. Never has there been a more important time to invest in their employees. It's a priority to look more closely at building positive motivation in the workplace. These employees are the engine that drives the car. **Employee motivation ideas** can range from simple to extravagant. Many of these employee motivation tips show you how to increase employee motivation in the workplace. But where do you actually start the process of motivating. There are basically two ways to look at motivating in the workplace. One way is developing short term motivation. This type is essential a quick boost to morale. The second way is to build long lasting motivation. Building sustainable employee motivation takes quite a while and is a constant work in progress. **It's for this reason alone that leaders and organizations alike choose to opt for the quick boost of morale approach.** This is not to say that gift cards and recognition awards simply don't work. The truth being is that they are quite effective. Employees are the heart and soul of every organization. They provide you with the



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tools to build and drive your business. Without them you have nothing. **This is the answer to the question why is employee motivation important?** And yet, it still surprises me to see how many companies still choose against trying to build long lasting employee motivation. Deciding which employee motivation ideas to take on vary from company to company. What works for one company may not work for another. This is part of the reason why motivating employees is challenging and a constant work in progress. The overall goal should be to developed a positive workplace environment with the constant focus on motivating and retaining employees

Multi-generational Employee Motivation

The modern workforce now includes employees spanning three distinct generations. While all employees are inherently different despite age, differences between these generations do follow common themes– each has its own knowledge, strengths and weaknesses. Managers must know how to work with them all to maintain a successful business. If you understand a little bit about each group you will appreciate what motivates them to maximize their output, leading to fulfilling opportunities for everyone.

Baby Boomers

(*Baby boomer* is a term referring to a person who was born between 1946 and 1964.)

Economists predicted that this period would be partly defined by baby boomers retiring en masse. However, as a result of the recession, many have either elected or been forced to extend their careers. Their concerns about their financial future and desire to retire, therefore, should not be taken lightly. Although they are loyal, if you want to keep hold of them make them feel valued. Their experience is invaluable, especially when you have a workforce full of enthusiastic, but often erratic millennials. While they're still around, take advantage of their strong management skills and work ethic to help train your younger employees. Facilitate the passing of knowledge between generations, but remember that baby boomers tend to be independent, so let them do so as they feel comfortable. You shouldn't worry about giving them too much freedom – baby boomers tend to be overachievers.

Generation X

Gen X employees are technologically and internet-savvy, having seen modern technology introduced during their youth. Many of this generation grew up without heavy parent supervision so as a result, also tend to be unafraid of working independently and taking risks. They're also entrepreneurial so trust them to find inventive solutions to business problems and this will help your business's agility in this ever-changing world. However, GenX is the generation of instant gratification and they believe in a good work-life balance, so make sure they have the freedom to strike that balance or they will seek it elsewhere.

Generation Y

Apart from the baby boomers, GenY has been affected most by the recession. They make up the biggest proportion of the workforce, but also by far the biggest proportion of unemployed people in the US (48% in 2013). They are pragmatic and hard-working, but they are jaded by the recent economic downturn and its effect on their job-search. They aren't as loyal as previous generations and are open to new challenges. Provide ample opportunities in-house to progress or to further their education to avoid losing staff to your competitors. In addition to personality differences, managers may have issues with the generational spread because they feel that this generation simply does not have the same set of skills as previous generations. 66% of businesses are still owned by Baby boomers, but most of their staff are statistically millennials and this clash of ideas and skills may cause conflict. Remember, a business's expectations should be managed based on the makeup of its workforce as much as the whim of its owners.

Theories of Motivation

Maslow's Need Hierarchy Theory

One of the first behavioural scientists to make management aware of the complexity of human needs and their affect on motivation was Abraham Maslow. Maslow acknowledged that people really have many needs and they vary in strength. He arranged all needs in pyramid shape. Those basic need (like shelter, food and needs for daily survival comes at the bottom, while needs which is less important to staying alive are higher on the pyramid.

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Needs Hierarchy can be defined as “a Systematic arrangement of needs according to priority, which assumes that basic needs must be met before less basic needs are aroused. We must meet needs in lower level before we move onto the next level.

1. Physiological Needs

These are the needs which are required for the survival and maintenance of human life, such as – air, water, food, drink, shelter, etc. Maslow says that if such needs are not satisfied then one’s motivation will arise from the quest to satisfy them.

2. Safety / Security Needs

Once we met our physiological needs then we move towards our safety / security in order to be free from the threat of physical and emotional harm.

3. Social Needs

When a person has met all his lower level physiological and safety needs then his higher level needs become important, the first of which are social needs. Social needs are those which are related to interaction with other people and may include (i) need for friends (ii) need for belongingness, etc. Maslow said that love involves a healthy relationship between two people, which includes mutual respect, admiration and trust.

4. Esteem / Status Needs

When a person feels a sense of belongingness, the need of self-importance arises. These needs are concerned with prestige and respect of the individual such as competence, achievements, knowledge, initiative and success.

5. Self Actualization Needs

Self actualization is a summit of Maslow’s theory. These needs are generally found in persons whose first four needs have already been fulfilled. Maslow’s says – “What a man can be, he must be.” It is the “full realization of one’s potentials.”

Herzberg’s Motivator – Hygiene Theory

During the late 1950’s, Fredrick Herzberg and his associates developed another Need based model of Motivation theory known as Motivation – Hygiene theory or two factor Theory. This theory is based on the research carried out by Herzberg and his associates on a group of employees of a paint company. It was found that factors that caused satisfaction were different from those that caused dissatisfaction. So, he divided those responses in two general categories: --

1. Motivators Factors

There are some job conditions which, if present, build high level of motivation & job satisfaction. However, if these conditions are not present, they do not cause dissatisfaction. He called these ‘motivational factors’ or ‘satisfiers.’ These are:

- Achievement.
- Recognition.
- Advancement (through creative & challenging work).
- The work itself.
- The possibilities of personal growth.
- Responsibility

2. Maintenance Factors

There are some conditions of a job which operate primarily to dissatisfy employees when they are not present. Herzberg called these factors maintenance or hygiene factors, since they are necessary to maintain current status, i.e., a reasonable level of satisfaction. These factors cause much dissatisfaction when they are not presents, but do not provide strong motivation. These are:

- Company policy and administration.
- Technical supervision.
- Interpersonal relations with supervisor, peers and subordinates.
- Salary.
- Job security.



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- Personal life.
- Work conditions
- Status

Herzberg reasoned that because the factors causing satisfaction are different from those causing dissatisfaction, the two feelings cannot simply be treated as apposite of one another.

McClelland's Three Needs Theory

David C. McClelland proposed that human beings are directed by three needs: Power, Affiliation & Achievement. The importance of these needs will vary from one person to another. If one can determine the importance of these needs to an individual, it will in deciding how to influence that individual.

1. Need for Achievement (nAch)

It is the drive to excel and achieve with respect to a predefined set of standards. Succeeding at a task is important for achievers. High achievers prefer immediate feedback on their performance and they generally undertake tasks of moderate difficulty. They neither go for very difficult tasks nor for a very easy one because in the former case they get no achievement satisfaction from accidental successes, and in the later case there is no challenge for their skills.

2. Need for Affiliation (nAff)

It is the desire for friendly and close interpersonal relationships. If asked to choose between working at a task with those who are technically competent and those who are their friend, high nAff individuals will choose their friends. People dominated by the affiliation need would be attracted to jobs that have a considerable social interaction.

3. Need for Power (nPow)

People with a need for power tend to exhibit behaviour such as out-spokenness, forcefulness, willingness, to engage in confrontation, and a tendency to stand by their original position. They often are persuasive speakers and demand a great deal from others. People with high need for power seek the position of leadership. The need (power) combined with achievement need can lead to productive and satisfying result

Creating Motivation in the workplace

Every leader and organization realizes the importance of a positive workplace environment. Developing a good workplace culture will not happen over night, it will take some time. There is no exact science to estimate how long the it will take to improve motivation for employees. The results of using good employee motivation techniques will outweigh the length of time.

Modern Employee Motivation Techniques to Pump Excitement into the Workplace

1. Merit Increases

Merit increases are a simple pay increase that is awarded to an employee who has excelled in performance and productivity. Many companies allow this type of pay of merit award but with restrictions regarding timeframes and limits. They also may require you to do an employee performance review. Smaller companies that have less restrictions benefit well using this technique.

2. Recognition

Using recognition has always been a solid answer to how to motivate employees. Its all about appreciating your staff and letting them know that they are doing good. Make sure that others hear what you are saying. Use meetings, hallways and even the lunch room as possible platforms.

3. Talk to employees about career plans

Many employees would like to advance their career, but for some reason don't inquire about it. Leaders can still motivate employees that they feel are promotable. The simple conversation alone will improve their self esteem and confidence. They may even surprise you with increased performance. The point here is don't wait for them to come to you, go after them and inspire.



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4. Thank you notes

Thank you notes handwritten personal sentiments that are effective. Notes can be written on paychecks or by leaving a not on an employees desk. **Try Team Building Games** Fun team building games are a highly effective way to solve your problems of how to motivate employees. These ideas will inspire and motivate your staff. There are some really simple ones that can create quickly with no cost.

5. Movie passes

This type of award is similar to a merit increase that was mentioned above. This idea is way to work around restrictions of merit increases. Movie passes fall under the heading with gift cards, so your choices are unlimited.

6. Coffee

This one may be the oldest trick in the book of how to motivate employees. Most offices have some sort of coffee making capabilities. Surprise the staff, take a coffee order and pick it up or schedule it for the next morning.

7. Lunch

Schedule a potluck or provide lunch for staff. Providing lunches impress, but the scheduled luncheons provide something to look forward to. Ask the staff for suggestions for an added touch.

8. Birthday acknowledgement

There is something about birthdays and the workplace that go hand in hand. It's a good way to break up the day with a little fun. Many managers pick up the cost themselves. While others arrange a schedule for the year. One employee is responsible for another employees birthday.

9. Word of the day

It can really have fun with this one. Have staff come up with some bizarre words. Designate times throughout the day to use the specific word. If you want to really have some fun turn the word into a chant.

10. Make time for employees

Another way of how to motivate employees is just make time for your staff. Listen to what they have to say. Learn a little about them and show them that you are interested. Spending a little time will provide employees the sense that they are more than just a number.

11. Inspirational stories

There are many stories that one can find to talk about. Movies, books and even current events. Whatever story you choose, try to make it relatable.

12. Inspirational sayings

Use these simple sayings throughout the day, but don't overdo it. Inspirational sayings can be found in motivational posters that you could hang around the office. These poster are most effective in sales types of offices. The main reason for their success is that they get you to think and focus on the task.

Companies in India with a human face reach out to its employees in the time of crisis, supporting them and even taking care of the medical expenses of the ailing members in their family.

Gone are the days when employees only looked for high paying jobs in a ruthless office set up. A friendly working environment, special healthcare facilities, flexible work hours, work from home options, women-friendly policies and support among the team members keep employees highly motivated in these companies. Nearly 90% of India Inc. employees say they will stick around longer if they feel appreciated for their work reveals a study by Times Jobs. The study, which surveyed more than 1,600 employees, further reveals that 82% employees are willing to work harder if their bosses appreciate them. Companies should ensure this by appreciating, recognizing and rewarding your employees. It is a highly effective and proven strategy for improving employee engagement and business output. Therefore, creating a formal structure for employee recognition is very important An industry-wise analysis shows that 87% IT, telecom, ITeS and internet employees don't get much appreciation from their bosses. Nearly 75% employees in automobile sector and 70% in BFSI sector said no to any sort of appreciation from their bosses. However, manufacturing and retail sectors



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seem to be quite appreciative of their employees with 52% of its staff claiming there is enough appreciation from their bosses.

A gender-wise analysis shows that 85% male and 63% female employees feel there is not enough appreciation from their boss at work. While about 62% junior level, 80% middle level and 50% senior level employees claim a lack of appreciation at workplace.

Employers need to actively engage with their current and future employees, and positive reinforcements are the best way to ensure a powerful employer brand. Open, transparent and responsive communication both on formal and informal channels is key to success – active use of digital media, social networks and company reviews sites all play a major role in ensuring an attractive employer brand. **70% employees feel acknowledged when given clear opportunities for promotion.** It's not a tough task to make employees feel valued at work. About **70% employees** say that they feel appreciated if **offered career advancement opportunities** at their workplace. For **44% appreciation lies in regular rewards & recognitions**, **37%** find the best form of appreciation is in a **pay raise** while **22%** feel valued when given a **more challenging work profile**, reveals the study. Nearly **20% employees** say they feel appreciated when allowed **flexibility options, such as work from home & telecommuting**. And **11%** say more **authority in decision-making** makes them feel appreciated.

While a sustainable competitive advantage can be achieved by simply keeping employees happy, employers in India, have a long way to go, only **22% employees said they received appreciation every time they performed well last year, while 60% employees say they had rarely been appreciated for their good work last year.** A further **18% stated they were never appreciated.**

Google India When it comes to facilities, working environment and benefits, work-life balance, very few companies can compete with Google. The company makes sure the employees get the right environment to grow to their true potential. With a creative and colourful ambience, offices are designed to promote fun-filled innovation as the company believes it is crucial for employees to think creatively and give their best.

Marriott Hotels India "Taking care of our associates is at the heart of Marriott's core values, which reflects the company's work-life commitment. Marriott's history of taking care of its employees dated back to its early days, when its founder, JW Marriott, counseled the company's employees individually on their personal problems at his first hotel. He valued their presence, kept them posted about the latest happenings in Marriott and gave them excellent training. JW Marriott always ensured that employees who joined the company felt themselves a part of the Marriott family. He made managers responsible for the satisfaction of their subordinates," says a Marriott spokesperson.

American Express India Promoting talent, growth and positive relationship with employees makes American Express one of the best companies to work for in India. American Express takes great pride in fostering a work environment that encourages different backgrounds, talents and perspectives to thrive. Creating an inspiring workplace is a top priority for every leader at American Express," says an Amex spokesperson.

Godrej Consumer Products From building leaders, spotting talent at campuses, flexible work options and encouraging more women to join the workforce, Godrej Consumer Products builds an environment that nurtures talent at every stage. The company conducts workshops and trainings on professional development. "As we put this programme in place, we are also starting to create goals for ourselves in terms of female representation in our workforce and at different managerial levels.

CONCLUSION

A motivated employee is a valuable asset, who can deliver immense value to the organization in maintaining and strengthening its business and revenue growth. This paper concludes that employee motivation is an intricate and sophisticated subject; however, contemporary managers must face and deal with it to obtain organizational success. To enhance understanding of employee motivation, managers must recognize the imperativeness of employee motivation, its concepts, and differences in individual needs. Subsequently managers need to be aware of a variety of employee motivational factors and the changes in priorities of these factors overtime. Moreover, managers have to learn previous or current motivational programs, examples, and theories behind them because understanding of these fundamentals can enhance their ability to identify rewards system that can be matched with employee needs. The autocratic leadership styles, mechanistic design of organizations and authoritarian

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rules practiced in some organizations is all where decision-making is concerned. The top management gives orders to employees to accomplish different tasks. In this type of organizational environment, the employee may suppress innovativeness and their motivation hinders which has a direct negative effect on organizational performance, growth and effectiveness (Constant & Offodile, 2001). An internally satisfied, delighted and motivated worker or employee is actually a productive employee in an organization, which contributes in efficiency and effectiveness of the organization, and leads to maximization of profit (Mathew, Grawich & Barbar, 2009). Therefore, employee input must be valued and included throughout in order to achieve effective organizational management.

At one time, employees were considered just another input into the production of goods and services. What perhaps changed this way of thinking about employees was research, referred to as the Hawthorne Studies, conducted by Elton Mayo from 1924 to 1932 (Dickson, 1973). This study found employees are not motivated solely by money and employee behavior is linked to their attitudes (Dickson, 1973). The Hawthorne Studies began the human relations approach to management, whereby the needs and motivation of employees become the primary focus of managers (Bedeian, 1993)

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