

Role of Motivation in Human Resource Management at Workplace

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A great amount of worldwide wealth occurs in a form of human capital. Therefore managing human resources plays a crucial role in a process of increasing companies' effectiveness. The one of the most important functions of HRM is motivation. The importance of motivating people at work is noticeable at all levels of organization. Starting from managers who need to be aware of factors that motivate their subordinates to make them perform well, through employees who need to think through what expectations they have of work, ending up with HR professionals who have to understand motivation to effectively design and implement reward structure and systems. It seems to be obvious that companies need motivated employees and without any doubts motivation is an important aspect of HRM. However, because of a complex nature of human behavior, motivation is not easy to understand and to use. Despite many studies on that topic managers today are no closer to understand employees' motivation than their counterparts more than a half of century ago (Kovach, 1980). Although, some of research suggested that money is not as potent as it seemed to be, many companies tried to implement monetary incentives as their main tool to motivate employees. Performance related pay became the new mantra that was used unquestionably by plenty of companies (Frey & Osterloch, 2002). Recently, as a result of a financial crisis, many large and small organizations had to cut costs through reduction of employees' salaries and bonuses. The question that has arisen is if there are other options of motivating employees that would be equally effective but more costs efficient. The literature on a subject of motivation shows that there are several other ways to motivate employees. The most well know and often cited theories can be divided into two categories: content theories and process theories. The first group is focused on what motivate people. It is represented by authors such as Maslow, McClelland and Herzberg who are known by almost everyone who ever read anything about motivation. The second category – process theories, try to find out how motivation occurs. Vroom, Adams, Locke and Latham created the most influential process theories. The points of view presented by authors of those theories in some aspects are complementary but in others are totally opposite. That possibly was the reason for other researchers' inspiration to conduct own studies on motivation. It resulted in a number of possible suggestions about motivators that could play a crucial role in increasing employees' performance. Some authors (Oldham & Hackman, 2010; Lawyer, 1969) indicate that job design plays important role in shaping employees behavior while others (Roche & MacKinnon, 1970; Allender & Allender, 1998; Lu, 1999; Tharenou, 1993; Mayfield, Mayfield, & Kopf, 1998) suggest that leadership style and freedom given to employees are crucial in motivating employees. Another group of researchers (Luthans & Stajkovic, 2000; Armstrong & Murlis, 2004) try to prove that recognition can be used to motivate people to perform well. In fact, there are many more examples of possible motivators in the literature on a subject of motivation. In this multitude of possible options it is not easy to answer the question – what in fact motivates employees. The easiest way to find out is simply to ask them. There is a long history of researches which ask employees to rank the importance of motivating factors. Some researchers spent a great part of their lives studying employees' responses. In their studies they compared answers from employees coming from different cultures, age groups, levels of organization and even from different points of time in a history. Their results showed that importance of motivating factors might vary among particular groups of people. However, there are several motivating factors that are very often ranked high positions. Interesting work, Full appreciation of work done, Feeling of being well informed and involved and Good wages are those factors that received high rates in many research (Lindahl, 1949 as cited in Sonawane, 2008; Harpaz, 1990; Kovach, 1980, 1987, 1995; Linder, 1998; Fischer and Yuan 1998; Kinnear and Sutherland, 2000). The majority of studies analyzed the

importance of motivating factors among people who already worked. There are not many researches that investigate factors that motivate students who will join workforce in the future. Krau (1989, as cited in Lim, Srivastava & Sin Sng, 2008) found that pre-existing work attitudes developed before entering workforce may serve as basis for individuals' attitudes in their future work.

I. REVIEW OF LITERATURE

Motivation is a human psychological characteristic that contributes to a person's degree of commitment (Stoke, 1999). It includes the factors that cause, channel, and sustain human behaviour in a particular committed direction. Adeyemo (1999) goes on to say that there are basic assumptions of motivation practices by managers which must be understood. First, that motivation is commonly assumed to be a good thing. One cannot feel very good about oneself if one is not motivated. Second, motivation is one of several factors that go into a person's performance (e.g., as a librarian). Factors such as ability, resources, and conditions under which one performs are also important. Third, managers and researchers alike assume that motivation is in short supply and in need of periodic replenishment. Fourth, motivation is a tool with which managers can use in organizations. If managers know what drives the people working for them, they can tailor job assignments and rewards to what makes these people "tick." Motivation can also be conceived of as whatever it takes to encourage workers to perform by fulfilling or appealing to their needs. Brown and Shepherd (1997) examined the characteristics of the work of teacher-librarians in four major categories: knowledge base, technical skills, values, and beliefs. He reports that they will succeed in meeting this challenge only if they are motivated by deeply-held values and beliefs regarding the development of a shared vision. Jayarantne, and Chess (1994) examined agency-influenced work and employment conditions, and assess their impact on social workers' job satisfaction. Some motivational issues were salary, fringe benefits, job security, physical surroundings, and safety. Certain environmental and motivational factors are predictors of job satisfaction. While Colvin (1998) showed that financial incentives will get people to do more of what they are doing, Silverthorne (1996) investigated motivation and managerial styles in the private and public sector. The results indicate that there is a little difference between the motivational needs of public and private sector employees, managers, and non-managers. Paramer and East (1993) discussed previous job satisfaction research among Ohio academic library support staff using Paul E. Specter's job satisfaction survey. The 434 respondents indicated general satisfaction among females with less experience who worked in public services. Tregone (1993) tried to determine the levels of cooperation of media specialists and public librarians. A significant correlation was shown between the level of satisfaction and the type of library, although librarians in public libraries showed greater satisfaction. Similarly, the result of some other studies have shown meaningful relations between job satisfaction and wages, management policy, working conditions, possibilities of promotion, gaining respect, the size of the organization and self development and achievement of the use of talents (Ergenc, 1982a; Sencer, 1982; Kose, 1985; Yincir, 1990). Philips (1994) studied the career attitudes of 109 master level librarians and the relationship between age, career satisfaction and career identity. His results indicate that over time librarians become happier with their profession and more committed to their line of work.

II. OBJECTIVES OF THE STUDY

The following are the main objective of this study is to identify obstacles hindering workers performance for organizational effectiveness.

1. To explain the role of motivational strategy in operational organization by applying systematic approach to complex human behavior.
2. To establish relationship in motivational measurement and organizational effectiveness, in today acute competition.

III. RESEARCH DESIGN

A research design is a master plan specifying the methods and procedures for collecting and analyzing the needed information. It is a framework or blueprint that plans the action for the research project. In essence, the research will profile the factors that contribute to job satisfaction and high motivation as well as factors that contribute to job dissatisfaction and low motivation. It is an attempt to answer the question: what makes some employees happy at work and others not? It will test the following hypotheses.

IV. HYPOTHESES

H1: Satisfaction is largely caused by the true motivators and dissatisfaction by the hygiene factors.

V. MOTIVATIONAL FACTORS

.Adair (1996) explained in detail and tabulates the motivation factors and hygiene factors as follow:

Table – 1 Motivational Factor for Workforce

Achievement	Specific successes, such as the successful completion of a job, solutions to problems, vindication, and seeing the results of your work.
Recognition	Any act of recognition, be it notice or praise. A distinction can be made between situations where concrete rewards are given along with acts of recognition and those in which they are not.
Growth or the possibility of growth	Changes in job situation where the possibilities for professional growth increase. Besides new vistas opened up by promotion, they include increased opportunities in the existing situation for learning and practicing new skills.
Advancement	Actual changes which enhance position or status at work.
Responsibility	Being given real responsibility, matched with the necessary authority to discharge it properly.
The Work itself	The actual doing of the job, or phases of it.

Table – 2 Hygiene Factors for Workforce

Company policy and administration	Availability of clearly defined policies, especially those relating to people, adequacy of organization and management.
Supervision – technical	Accessibility, competence and fairness of your superior.
Interpersonal relations	The relations with supervisors, subordinates and colleagues, the quality of social life at work.
Salary	The total compensation package, such as wages, salary, pension, company car and other financially related benefits.
Status	A person’s position or rank in relation to others, symbolized by title, parking space, car, size of office, furnishings.
Job security	Freedom from insecurity, such as loss of position or loss of employment altogether.
Personal life	The effect of a person’s work on family life, e.g. stress, unsocial hours or moving house.

Working conditions	The physical conditions in which you work, the amount of work, facilities available, ventilation, tools, space, noise and other environmental aspects.

VI. DATA COLLECTION

Since this is descriptive study, the secondary data(Survey report) methods is used to collect the needed information. A survey is defined as a method of gathering primary data based on communication with a representative sample of individuals. Typically, surveys aim to describe what is happening or to learn reasons for a particular business activity. Other survey objectives might include identifying the characteristics of a particular group, to measure attitudes, and to describe behavioral patterns. For example, in this research the main aim is to determine what motivates employees and make them happy or unhappy in their jobs. The present study is based on survey conducted by SHRM – 2012 (Society for Human Resource Management).

VII. RELEVANCE OF SURVEY FOR INDIAN CORPORATE SECTOR

Starting from managers who need to be aware of factors that motivate their subordinates to make them perform well, through employees who need to think through what expectations they have of work, ending up with HR professionals who have to understand motivation to effectively design and implement reward structure and systems. It seems to be obvious that companies need motivated employees and without any doubts motivation is an important aspect of HRM. However, because of a complex nature of human behavior, motivation is not easy to understand and to use. Despite many studies on that topic managers today are no closer to understand employees’ motivation than their counterparts more than a half of century ago (Kovach, 1980). Although, some of research suggested that money is not as potent as it seemed to be, many companies tried to implement monetary incentives as their main tool to motivate employees. Performance related pay became the new mantra that was used unquestionably by plenty of companies (Frey & Osterloch, 2002). Recently, as a result of a financial crisis, many large and small organizations had to cut costs through reduction of employees’ salaries and bonuses. The question that has arisen is if there are other options of motivating employees that would be equally effective but more costs efficient. The following are the importance of the above said analysis for an organization.

Develop Existing Employees: Recent research has revealed that organizations are having difficulty recruiting employees with the right skills for their open positions. The SHRM Leading Indicators of National Employment (LINE™) show that HR professionals in manufacturing and service sectors have reported a trend toward increased difficulty recruiting key candidates in 2012. One of the top contributors to job satisfaction and engagement among employees is having the opportunity to use their skills and abilities at work. Employees frequently have skills and abilities beyond the position for which they were hired. HR professionals can help their organizations train and promote their employees to fill positions that require higher-level skills. This will then open up positions that require lower skill levels, which, in turn, may be easier to fill.

Communicate About the Total Rewards Package: Employees rate compensation/pay as the third most important aspect of their job satisfaction. This aspect received a low rating when it came to employees’ actual level of satisfaction: Only 22% of employees were very satisfied with compensation/ pay. There are several ways HR professionals can address compensation: share information about the organization’s compensation philosophy, help employees understand how their compensation/pay is determined and frequently communicate to employees what their total rewards package includes.

Build a Bridge Between Employees and Senior Management: Employee engagement and job satisfaction should not be something that HR professionals and their organizations measure once a year. They need to be built into an organization’s day-to-day activities. Employee engagement and job satisfaction should be the shared responsibility of both employees and the organization. How can this be achieved? Two of the top five contributors to employee job satisfaction were relationship with immediate supervisor and communication between employees and senior management. These two aspects were also high on employees’ list of engagement aspects. Clearly, employees value their relationship with management, and they are looking for ways to make this relationship more effective, which, in turn, will likely increase employee satisfaction, engagement and productivity. Employers can build a bridge between employees and senior management by training their line managers regularly and involving them in strategy meetings and activities. Doing so will enable line managers to better understand the organization’s vision and share it with their direct reports. These managers can complete the information-sharing loop by sharing with senior management feedback from the employees. Line managers who are encouraged to be open to what their employees say and then push this feedback up are key in ameliorating the communication gap.

VIII. CONCLUSION

The variety of possible options of motivating employees and a large number of theories that are in some points opposite might lead to confusion. Motivation is a very complex phenomenon which can be approached from many different angles. The possible options of making job more interesting are based on job design techniques. By job enlargement a number and variety of task could be increased and a job itself might be seen as more interesting. Job enrichment seems to be also a good way of motivating employees. The aim of this paper is to explain the motivation factors at workplace. The theoretical part of the paper showed that a nature of motivation is very complex and there are no simple answers to the question what motivate employees. The results of the research conducted in order to find and analyze factors that motivate workforce at in-site and out-site.

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