

FROM DRIVE TO DELIVERY: A COMPREHENSIVE REVIEW OF MOTIVATION'S INFLUENCE ON JOB PERFORMANCE

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Article Info

Keywords: Motivation, Employee Engagement, Psychological Processes, Organizational Behavior, Goal Attainment .

Abstract

Motivation, originating from the Latin term "motus" denoting influence, impetus, and stimulation, encompasses the extent to which an individual is stimulated or inclined to take action. It encompasses a series of psychological mechanisms that kindle an individual's drive, orientation, and unwavering commitment towards achieving a specified objective. In the realm of organizational dynamics, employee motivation has emerged as a focal point of extensive scholarly inquiry in recent decades, underscoring its potential to underpin the vitality of global enterprises. This is underscored by motivation's pivotal role as a catalyst for reinforcing desired and anticipated behaviors within organizational contexts (Benabou & Tirole, 2006).

1. Introduction

The word motivation is derived from the Latin word motus, which means to move, influence, affect, and excite. By motivation it means the degree to which a person is moved or aroused to act. Motivation is a set of psychological processes which cause the persons arousal, direction, and persistence of individual's behaviours toward attaining a goal. Employee motivation has become a popular research area among researchers over recent decades believing its capability to sustain the organizations all over the world. .Because motivation work as a positive reinforcement of the desired and expected behaviour of individuals in organizations.(Benabou & Tiral 2006).

Job performance has been defined as the overall expected value from employees' behaviors carried out over the course of a set period of time (Motowidlo, Borman, & Schmidt, 1997). The performance of employees has become important due to the increase concern of human resources and organizational experts about the level of output obtained from workers.

Therefore, there is a need to have more research to reveal the potential relationship between two variables of employee motivation and job performance.,

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2. Employee Motivation

Motivation in general, is concerned about factors or events which moves, drives and leads certain human inaction or action during a given time period, under the prevailing conditions. However, there is no one theory of employee motivation which could be claimed for embrace all the ranges of organizational and individual circumstances which exist (Herman et al, 2014). The concept of motivation is rife in almost every nooks and cranny of organizations, because it consistent which the human nature simply it drive or encourage humans to do what he or she does or what makes him or her love or like to do. The concept of motivation is old as human existence. Motivation whether intrinsic or extrinsic has always rightly affect the behaviour because of homoeionomicus nature of people (Olusadam & Anulika 2018). According to literature, traditional motivational theories have focus on specific elements of motivation that motivate people in to pursuit of the performance of organizations. But the current research on motivation is more and more cross discipline and this includes field such as biology, psychology and neuro science.

Thus it seems that the current researches are aiming to take together and revolutionize traditional employee motivational theories in to more comprehensive, that encompasses the old perspectives of motivation, human resources and organizational behaviour with the new perspective in biology, neuroscience and psychology. (Lee & Raschke 2018)

As motivation has been a one of most popular research topic among researchers in the field of Management, there are a large number of published researches available in both printed and electronic media. Despite the large amount of research and literature, among the most effective practical methods of employee motivating, it is true that human motivation always will be a subjective matter. Therefore it is very unlikely that any given theory of employee motivation will work for all employees. The large number of theories, methods of motivations, is the testament of that. Organizations and managers are seeking to motivate employees without adhering in to the dehumanizing and positivist management theories of old. Then it will seen that the very best approach to be used in all of their contest which they see best suit for. (Ching 2015) Motivation is a management topic which has been studied nearly a century. In beginning with Hawthorne studies conducted in 1920 and it continuing to the present day. Thus researchers and scholars have explored this elusive phenomenon of motivation. Employee motivation continues to be the focus of more research in behavioural and social sciences in an international scale (Jensen 2018)

3. Dimensions of Employee Motivation

In this section a number of selected research articles were reviewed to understand the determinants of employee motivation There are two types of rewards namely intrinsic rewards and extrinsic rewards. Both these rewards affect and determine the employee motivation. Rewards which are in tangible nature are called extrinsic rewards. Therefore, rewards such as pay, salary, incentives and bonuses are called extrinsic rewards. The rewards which are intangible nature such as appreciation, job relation, favorable attitudes from employees are called intrinsic reward (Zafar et al, 2014). Zaire et al, (2016) explored that intrinsic rewards are more powerful than extrinsic rewards in motivating employees. The most effective intrinsic rewards or motivators are work relationships, social respect, job content and opportunities for career development. Further it is possible to rank these factors such as work relationships as the number one, opportunities for career development as the number two, social respect as the number three and the job content as the number four. Also it was found that recognition and remuneration has less impact on employee motivation. Even though this is a common conclusion, there is a deviation when consider the young employees. Because the autonomy, job content and social respect are the most important motivational determinants for young employees.

More or less the same argument made by Hossain and Hossain (2012). According to, their study, on-financial rewards have more impact on employee motivation than financial rewards. Further their study suggests that there are six board categories which determine the employee motivation than others. Those are work environment and work itself, relations with the supervisor, company itself and its matters, recognition, growth and development and lastly benefits and pay. Further the study determined that the most crucial factor of employee motivation is work environment and work itself. Therefore, organizations need to develop good working environment and maintain it as well as making work more attractive. However according to Ali et al (2012) the majority of employees agree that financial rewards are the most important element in their motivation.

Hosseini (2014) explored a significant relation between ten job related factors and job motivation. These factors have been ranked descending order according to the significant, as follows; social needs, job satisfaction, salary, power, communication, self-efficiency, job promotion, job interest and physiological needs.

The relative importance of motivational factors for both full time and part time employees has been studied in Bangladesh. The motivational needs are different for part time employees and full time employees. Not only is that, the motivational requirements differ based on their socio-economic conditions, situational demand, experience and background. Therefore, the expectations are different.

4. Impact of Employee Motivation on Job Performance

Selected literature of recent studies was reviewed to understand the relationship between motivation and employee job performance. Kuranchie-Menash & Amponsah-Tawiah (2016) suggested that employees are motivated by total intrinsic and extrinsic rewards which leads to employee job satisfaction. Finally, the study proposed that there is a strong relationship with job satisfaction and job performance.

Based on a study on the Bangalore educational institutes, Manjunatha and Manohar (2015) explored that employee work performance has a positive effect from both non monotony benefits and monotony benefits. Aryan and Singh (2015) have studied the impact of motivation on employee job performance in the Banking sector in India. They concluded that there is a positive relationship between employee performance and monetary benefits, specially the salary. Further recognition of employees was the most voluble nonmonetary reward. Other nonmonetary rewards such as good working conditions, challenging duties, opportunities for personal growth also have a high impact on motivation which leads employee performance.

A conceptual model with three independent variables such as nonfinancial rewards, financial rewards and trainings with job performance as the dependent variable was tested based on the banking industry in Kenya. The main aim of this study was to establish a relationship between employee performance and motivation. The study confirmed that there is a positive relationship between the three independent variables and the dependent variable of the model (Onanda, 2015).

Adjei et al. (2016) also proposed a positive relationship between motivation and work performance of employees based on a research carried in Ghana using a sample of health sector. The study explored that the major determinant of employee work performance is motivation. Both intrinsic motivational factors and extrinsic motivational factors have shown this relationship.

Tampu (2015) conducted a study in Romania to identify the relationship between employee motivation and job performance. The findings of this study also suggested that, motivation both intrinsic and extrinsic remain very important for employee job performance. Another model having intrinsic motivation and extrinsic motivation as the independent variable and the job performance as the dependent variable tested in Malaysia based on a study sample of nurses in private hospitals. The dependent variables have identified based on the Two Factor theory of

Frederic Herzberg. The study suggests that there is a positive relationship between both intrinsic motivation and extrinsic motivation and the nurses job performance (Hee et al; 2016).

Ahamed and Mohamad (2015) tested the relationship between motivation and job performance of administrators of federal Government in Somalia. They used a conceptual model with two independent variables such as intrinsic motivators and extrinsic motivators and the job performance as the dependent variable. Identified sub categories of intrinsic motivation were responsibility, achievement and advancement while the extrinsic motivators were working condition, pay and environment. Based on this study they suggest a strong relationship with both extrinsic motivates and employees job performance.

All the above studies emphasize the importance of both intrinsic reward and extrinsic reward in determine employee's job performance. However, some studies show the relationship between motivation and job performance, but they do not divide the motivational effort into intrinsic reward and extrinsic reward. Hazra et al. (2015) has conducted a study in West Bengal, India, based on Hospitality Industry, which they explored that employee motivation is very essential for improving employee job performance. In another study in Bhopal, India which tried to justify the relationship between motivation and employee performance, it was suggested that motivated employees do hard work which finally resulting the improvement of job performance. (Anuj and Anita 2015).Mambea and Obwogi(2015) have conducted a study in Kenya using a sample of employees in freight industry. The study confirmed that there is a close relationship between employee motivation and job performance.

A study conducted in Nigeria, based on community Development workers, found that the rate of job performance is depend on the level of motivational package given to them. Because of this significant relationship between motivation and performance, it is recommended that the organizations should increase the motivational reward in order to enhance job performance of employees (Olalere, 2015). Another study conducted in Nigeria by Yusuf et al. (2015) based on library staff, has found that there is a positive and significant correlation and relationship between employees work performance and motivational strategies. Further the most highlighted job motivational variables which enhance the job performance are job rotation, proper job design, job enlargement, promotion, job enrichment, training and education.

Nizam and Shah, (2015) conducted a study in Pakistan based on a sample of employees of Gas and Oil sector. A conceptual model with the variables such as, employee motivation, reward, recognition, organizational performance, productivity and outcome as independent variables which determine the motivation was tested and found that employee motivation has a significant impact on job performance.

More or less the same findings reported in Ghana, in case of a study on teaching staff of polytechnics. The study has confirmed a significant positive relationship in between job performance and motivation (Kwapong et al, 2015).

Some of the motivational studies paid attention only on one segment of reward, such as monetary reward or nonmonetary reward. For example, Omollo, (2015) has conducted a study in Kenya based on bank employees and justified the relationship among monetary reward, motivation and employee performance. The study suggested that there is a positive relationship among these three variables. Monetary reward leads the motivation and motivation leads the employee job performance. But a completely different argument proved by another study conducted in Cyprus, based on their banking industry. Thus, it was explored that non monitory reward is more impact on motivation and job performance than monitory rewards. (Uzonna, 2013).

However, the relationship between motivation and job performance is not always positive. Gyamfi (2015) has tried to identify the relationship between employee motivation and employee performance in the Banking sector

in Ghana. One of the three hypothesis tested was, the relationship between employee motivation and employee performance is high, significant and positive. Based on the statistical test it was found that overall effect of motivation on employee performance was not significant and it was failed to confirm the hypothesis.

Public service motivation is one of the interesting research are among scholars, in different countries. Mustapa and Mahmood (2013) have conducted a study to explore the relationship between job performance and public service motivation in Malaysia. This study is conducted based on secondary data available with other research publications. According to the available literature, they confirm that there is a significant relationship between public service motivation and their job performance. Mahazrila'Aini et al (2012) conducted another study in Malaysia based on the Immigration Department in Malaysia. The variables used to determine the motivation level were job assignment, reward, recognition, communication, training and development, employee participation and work environment. The respondents have expressed that the communication and work environment has affected negatively for their motivation. On the other hand, training and development and reward and recognition contributed in very positive way to their motivation. Further it was revealed that, out of the sample employees, majority are positively motivated.

5. Conclusion

This study is based on the motivation and performance studies of different industries in different countries. It was able to review studies of a number of countries such as India, Nigeria, Kenya, Ghana, Romania, Somalia, Pakistan, Cyprus and Malaysia. It was revealed that there is a positive relationship between employee motivation and job performance .However the nature of relationship is defer among different countries and different industries. For example, monitory factors are more effective in some countries ware as intrinsic factors have more wattage in other countries. This shows that, there is no uniformity on the wattage of motivational factors. Therefore what is subjected here is that the individual countries and different industries must find the most crucial factors before implementing their motivational policies.

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