

A Motivational Literature Review

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ABSTRACT: *Motivating work has in recent two decades drawn scientific and commercial institutions. In the present study, investigators analysed the intensive literature in order to extract all potential motivating parameters, including direct and indirect effects on motivation strategies. This has examined the multidimensionality of motivation from the existing literature and present a conceptual framework based on it, and it is experienced that various motivation techniques (discussed in this study) are having a positive impact on both employee satisfaction and the quality of performance in the organization; however, the model needs to be validated using quantitative measures. For research the different issues discussed in this paper related for workplace morale, a large body of literature has been collected mostly from different publications. To make the study more current only those studies were included which were published in the last two decades. In past research papers few dimensions of motivation were used to explain the different models motivation theory which has direct influence on employee motivation. The novelty of this study lies in its theoretical framework where authors have made an attempt to come up with a construct having dimensions that directly or indirectly influences employee motivation.*

KEYWORDS: *Motivation Employee performance Organizational performance Motivation techniques.*

INTRODUCTION

The ingredients of motivation lie within all and the internalized drive toward the dominant thought of the moment (Rabby 2001) [1]. Motivation directly links to individual performance that gain to organization performance and as a catalyser for all individual employees working for an organization to enhance their working performance or to complete task in much better way than they usually do. Organization runs because of people working for it, and each person contributes toward achieving the ultimate goal of an organization. Panagiotakopoulos (2013) concluded that factors affecting staff motivation at a period where the financial rewards are kept to the least leads to stimulate employee performance. So, management personnel's responsibility to motivate their employees to work as per the expectation to enhance the organization's performance. Similarly Dysvik and Kuvaas (2010) concluded that intrinsic motivation was the strongest predictor of turnover intention and relationship between mastery-approach goals and turnover intention WA Managers need to understand the flow of motivation from an organizational perspective, it helps them create a culture where employees always get motivated to do better [2].

Barney and Steven Elias (2010) find that there is a substantial association between job stress, flex time, and country of residence, including extrinsic motivation [3]. Leaders know that a thriving organizational culture lies at the heart of every productive and successful business and people who work hard collaborate passionately to produce great results (Gignac and Palmer 2011). The researchers use different frameworks in the body of literature, based on motivation theory, with only a few dimensions of motivation's only positive for employees, low in intrinsic motivation [4].



Fig. 1: Job Motivation

LITERATURE REVIEW

In a complex and dynamic environment, the organization's leader used to create the environment in which employees feel trustworthy and are empowered to take decisions within the organization that lead to an increase in employee motivation and ultimately enhance organizational performance. Smith and Rupp (2003) stated that performance is a role of individual motivation; organizational strategy, and structure and resistance to change is an empirical role in the organization that relates motivation [5]. Likewise, Luthans and Stajkovic (1999) concluded that the advancement of human resources through rewards, monetary incentives, and modification of organizational behavior has generated a considerable amount of debate in the field of human resources and sales performance. Better the partnership between mentors and mentees in the structured mentoring program, according to Orpen (1997), the more mentees become motivated to work hard and dedicated to their organization.

Likewise, by using the Balance Score Card (BSC) method, Malina and Selto (2001) conducted a case study in one corporate setting and found that organizational outcomes would be greater if employees were provided with positive motivation. Setting operations-based targets will help provide strategic feedback by allowing the assessment of actual performance against operation-based targets. Goal-directed actions and strategic guidance are expected to improve the efficiency of a company (Chenhall 2005) [6]. Kunz and Pfaff (2002) stated no substantive reason to fear an undermining effect of extrinsic rewards on intrinsic motivation. In their study, Decoene and Bruggeman (2006) developed and illustrated a model of the relationship between strategic alignment, motivation and organizational performance in the context of the BSC, and found that effective strategic alignment empowers and motivates employees. Leaders motivate individuals to follow a participatory work design in which they are responsible and bring it together, which makes them responsible for their performance. Aguinis et al. (2013) stated that monetary rewards can be a very powerful determinant of employee motivation and accomplishment which, in turn, can advance to significant performance returns at firm level. Shmos and Duchon (2000) understand that workers both have a mind and a heart and pursue meaning and purpose in their work, as well as a desire to be part of a community, thereby rendering their employment worthwhile and inspiring them to do things at a high level with a view to personal and social growth [7].

METHODOLOGY

The primary objective to write this review is to highlight the flow of motivation and reveals what motivation technique works more efficiently in different stages of life. This study provides useful managerial implication for employee motivation in an organization. The dimensions are made fit into a model that can benefit the organization to enhance its performance; however, the model needs to be validated through case study or quantitative research. This study reviews a large body of literature mainly in different journals to study the various issues highlighted in this study relating to employee motivation [8]. Once all of the problems have been established, every topic is used as a keyword to scan the literature concerned [9].

Training

Training refers to “the systematic accretion of skills, command, concepts or mind-set leads to improve performance” (Lazazzara and Bombelli 2011). Baldwin et al. (1991) indicates that individuals with higher pre-training motivation on the basis of their willingness to attend training have greater learning outcomes as compared to individuals having lower pre-training motivation. Commeiras et al. (2013) point out that traineeship is continuing to grow. In business context training basically refers to teaching employees action and providing adequate knowledge and skills to fit the job as well as fit the organization. Training teaches employees how to work and improve their skills and thus motivates them to achieve the common goal of both the organization and the employee. Every organization in today's competitive world wants to gain competitive edge over its competitors and be impossible to achieve without employee involvement, which forces management to motivate their employees by different means.

Monetary incentives

As Park (2010) explains, cash reward serves as a catalyst for further activity and inculcates passion and excitement for work, it makes an individual appreciate accomplishment. Similarly, Beretti et al. (2013) discussed that monetary incentives used to build a positive environment and maintain a consistent job interest among the employee, offering a spur or zeal for better performance among the employees. This purpose, monetary incentive motivates workers and increases dedication to work performance, which mentally stimulates an individual and contributes to job satisfaction, which forms the subordinate's actions or attitude of function within the organization.

Job transfer

Azizi and Liang's (2013) work has indicated that flexibility in the workforce can be achieved through cross-training and improved through job rotation. Similarly, Eguchi (2004) concluded that job transfer plays an important role in preventing employees from doing private aid influencing activities. As summarized by AsensioCuesta et al. (2012), job rotation benefits both workers and an organization's management and prevents musculoskeletal disorders, casts out fatigue and increases job satisfaction and morale. As a result, job transfer gives the workers the chance to learn multiple skills and perspectives. It avoids the dullness caused by monotonous jobs and at the same time brings smoothness in technological work with the help of handling different circumstances at different levels and leads to effective learning of many aspects within the organisation.

Job satisfaction

In (2011), Pravin and Kabir studied the factors tested affecting job satisfaction for pharmaceutical companies and described job satisfaction as how content an individual is with his or her job. Similarly, Pantouvakis and Bouranta (2013) indicated job satisfaction as a consequence of physical features and as an antecedent of interactive features. Vikram singhe (2009) investigated that gender and tenure are significant in job satisfaction measurement. There, though, the quality of the work is often measured by the degree to which the outcomes meet or exceed standards. Of one, a good working atmosphere and good working conditions will improve the happiness of workers and employees may want to do their best to increase their work performance [10].

Promotion

A study by Garcí a et al. (2012) identified that perceptions of promotion systems affect organizational justice and job satisfaction. Likewise, Koch and Nafziger (2012) specified that promotions are desirable for most employees, only because they work harder to compensate for their“ incompetence. " As a result, promotion at regular interval of time has an optimistic approach behind and they are generally given to satisfy the psychological requirements of employees in the organization.

Achievement.

Hunter et al.'s (2012) study describes the accomplishment as a unique form of organizational success. According to Satyawadi and Ghosh (2012), accomplishment and self-control are more essential to employees. Now this can be understood: an employee who is inspired by accomplishment wants progress, meets practical, yet challenging goals and enhances his work. The senior officials in the company also require input on accomplishment and success and a sense of achievement.

Working conditions

Jung and Kim reported in (2012) that good working conditions could improve employee satisfaction and an organizational engagement. The managers will therefore try to do their best to improve the efficiency of their workers. Similarly, Cheng et al. (2013) concluded that there were evidences of moderating effects of age on the associations between psychosocial work conditions and health. Now the importance and the need of working condition is so describing or defining the physical environment by identifying those elements or dimensions of the physical environment.

Appreciation

A study conducted by Mahazril et al. (2012) had the objective of evaluating workers on occasion and offering certain incentives, like salary, that would help motivate employees. Similarly, appreciation is described as the abstract of immaterial incentives, as are" employees receiving immaterial incentives (recognition, gratitude etc.) and equal incentives to the job department'. ' This outcome helps employees to take their own views on different factors when being hired in various parts.

Recognition

According to Candi et al. (2013), knowledge development is gradually understanding the possibilities of creativity. Mahazril et al. (2012) reported that they are able to work through incentives, appreciation and contact. Recognition enhances the level of productivity and performance at job whether it is a first time performance or a repeated action at the job in a progressive way and ultimately reinforces the behavior of employee.

CONCLUSION

Motivation works to improve work performance or to carry out tasks even better than usual for individual employees in the company. In this article, the writers described and linked primary motivating strategies from existing literature. Such motivational strategies have been known for many years as major staff working with the ability to boost workplace morale and ultimately efficiency and to provide management with the power to accomplish operational targets.

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