

Review on the Impact Employees Motivation on Organizational Effectiveness

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Abstract: *This review paper developed on the topic 'The impact of employee motivation on organizational effectiveness.' The main research questions under investigation are how the major factor that increases the motivation of employees in the organization, what are the strategies in place for employee motivation and their outcomes, and what are the impacts of motivation on organizational effectiveness. To develop this review, it referred previously published materials from popular journals. The review then went ahead to perform a theoretical review of motivation theories where Maslow's Hierarchy of Needs, Herzberg's Two-Factor theory, McGregor's Theory X and Theory Y, and Vroom's Expectancy theory were chosen as the basis for this review. The review found out that motivation influences employee's emotions, aggression, and sociable characteristics of workers. Also motivation has a substantial effect on organizational effectiveness by manipulating organizational lenience, work environment, and work ethics. Finally it concluded that motivation is an important topic that should be considered by managements as they want to advance organizational effectiveness at the workplace*

Keywords: Motivation; Organizational effectiveness; Recognition; Empowerment; Development; Monetary Incentives

INTRODUCTION

What wakes you in the morning your dream or your clock alarm? The motivation separates the people at work into two kind's people who cannot wait to work every day and people who wish the day will be done as possible. Besides their interests what motivates the first group is by the organization's actions and regulations

Motivation is one of the key factors that distress organizational effectiveness. The process of achieving high production is the result of interacting force this interacting force includes employee training and development (HRD) management development, organization development, performance appraisals, employee rewards, employee empowerment, employee recognition, employee selection and recruitment, human power and planning and communication. (K. P. Singh, 2015)

Osabiya, (2015) explains Employee motivation is the greatest asset to the organization for significantly higher performance, the motivation of employees can affect the performance of employees which in turn affects the organization's effectiveness, goodwill, and reputation of the organization.

Current markets are highly spirited and organizations regardless of their sizes they are facing employee retention challenges. To conquer these limitations a concrete and positive relationship should be created and sealed between employees and their organizations. Until the employees of the organization are satisfied or motivated for the fulfillment and goals of the job achievement organization are not progress or achieve success (Nizam & Shah, 2015).

Nikandrou & Papalexandris, (2007) stated that human resources or employees of the organization are the most vital part so that the need to influence them and persuade them towards task contentment becomes essential if not inevitable. Every organization either private or public is goal orientated and all efforts are geared towards the achievement of those goals and objectives, therefore for any aspiration, it must have the ability to create motivation enough to compensate for the burden imposed upon employees, such motivators can come in the form of good development, recognition, empowerment and money incentives, etc. to satisfy the needs of the employees for enhanced performance.

Tahsildari & Shahnaei, (2015) contend that organizations regardless of size and market struggle to hold the best employees, recognizing their important role and influence on organizational effectiveness. (Abubakari & Adam, 2018) To overcome challenges, organizations should form a strong and optimistic relationship with their employees, direct them towards task fulfillment, and ensure they have job satisfaction.

Tahsildari & Shahnaei, (2015) states that for effectiveness organization designs different strategies to compete with the competitors and for increasing the effectiveness of the organization. Some believe that employees are their main assets which can lead them to achievement.

The purpose of this review is to analyze the impact of employee's motivation on organizational effectiveness

Review questions

- What is the major factor that increases the motivation of employees in the organization?
- What are the strategies in place for employee motivation and their outcomes?
- What are the impacts of motivation on organizational effectiveness?

Methodology

This review takes the form of a literature review of studies related to the impact of employee motivation on organizational effectiveness.

Most of the revisions were sourced from journals related to motivation, management, organizational behavior, psychology, and human resources.

Employee's Motivation

Robbins, Judge, & Breward (2018) Motivating employees is one of the most important, and one of the most challenging, aspects of management. As we will see, there is no shortage of advice about how to do it. Motivation is not simply about working hard it also reflects your view of your own abilities.

According to (My, 2017) Employee motivation is one of the strategies of managers to increase successful job management between employees in organizations. Every employee has his or her own set of motivations and personal incentives that ginger him or her to work hard or not as the case may be, some are motivated by recognition whilst others are motivated by cash incentives (Manzoor, 2011c). Motivation does not only improve productive performance but also show how much the company cares and the most dynamic impact of employee motivation is that increased effectiveness or productivity. (Gilbert & Kelloway, 2018) When employees dedicate time and effort to complete a job, they expect certain palpable outcomes such as fair pay and benefits. Employees also expect their employer to respond with several intangible resources in exchange, such as a safe work environment and respect, for example. When organizations provide these things, employees may feel a desire to reciprocate with sustained effort and commitment to the organization.

Expectancy theory argues that the degrees of individuals' motivation and efforts depend on the intensity of expectation and the valence of reward (Vroom, 1964). In other words, individuals are motivated to work harder by the probability that their efforts will lead to the desired performance and their performance will lead to certain desired outcomes.

Therefore, if the expectancy link between performance and outcomes is clear and the valence of outcome (e.g. considerable rewards) is sufficiently appealing, individuals become highly motivated. Given that a highly dispersed and hierarchical pay scheme offers considerable rewards, expectancy theory implies that large pay gaps based on performance lead to superior accomplishments by motivating people to work harder and achieve more. Every employee has his or her own set of motivations and personal incentives that ginger him or her to work hard or not as the case may be, some are motivated by recognition whilst others are motivated by cash incentives (Manzoor, 2011c).

However, research also recommended that reward satisfaction of the employee directly influences the ability of the employee (Pradhan, Kamalanabhan, Thulasiraj, & Muraleedharan, 2014).

Rewards are a management instrument that positively contributes to an organization's performance by persuading individual or group behavior. All work use to pay, promotion, bonuses, or other types of rewards to motivate and encourage the high-level performance of employees.

Theoretical Review

Maslow – hierarchy of needs

The best-known theory of motivation is Abraham Maslow's hierarchy of needs. Maslow hypothesized that within every human being there exists a hierarchy of five needs:

- Physiological needs it is related to hunger, thirst, shelter, sex, and other needs.
- Safety needs which is security and protection from physical and emotional harm.
- Social needs which related to affection, belongingness, acceptance, and friendship.
- Esteem it is internal factors such as self-respect, autonomy, and achievement and external factors such as recognition and attention.
- Self-actualization it is the drive to become what we are capable of becoming includes growth, achieving our potential, and self-fulfillment.

According to Maslow as each need becomes substantially satisfied, the next one becomes dominant. If a need is not satisfied, however, people become stuck on that level and cannot be motivated by tactics that address higher levels of the pyramid. So if you want to motivate someone you need to understand what level of the hierarchy that person is currently on and focus on satisfying that need moving up the steps. For example, Maslow would suggest that workers who are under the poverty line would be unlikely to be motivated by challenging work because their basic security and physiological needs are not yet being met.

Maslow's theory has acknowledged extensive recognition, particularly among practicing managers. It is intuitively logical and easy to understand. However, researchers do not validate it. Maslow provided no empirical substantiation and several studies that sought to validate it found no support for it.

Herzberg's Two – factor theory/ Motivator – Hygiene

Fredrick Herzberg's two-factor theory revealed that human behavior has subjected by two sets of factors, which are the satisfaction factor and the dissatisfaction factor. He believes that those factors result in human motivation and job satisfaction in the workplace and the absence of them does not cause dissatisfaction but not motivation either, based on theory, Frederick Herzberg also pointed out the two components which contribute to the state of satisfaction and dissatisfaction called motivator factors and hygiene factors.

Regarding satisfiers, Herzberg noted that there were five features of work that bring about satisfaction, namely achievement, recognition, the job itself, responsibility, and advancement. At the other end of the spectrum, Herzberg identified institutional politics, the management approach, supervision, pay, relationships at work, and working conditions as factors that may demoralize employees. (Author, 2011) Assert that organizations are increasingly applying Herzberg's theory to create opportunities for personal growth, enrichment, and recognition among their employees. Employees should be promoted after completing certain stages of their career and should receive recognition for special achievements, for example when they produce exceptional results in their subject areas; on a more fundamental level, they should also be given the responsibility to determine how to handle tasks that relate to their jobs.

Herzberg, (2009), there exists an intricate linking between satisfaction and dissatisfaction. They have a countless influence on an individual's behavior and proceeded independently of each other. For example, a person indicates him-self/herself as a cause of satisfaction while blaming the external factors like the situation or environment for resulting in dissatisfaction.

Vroom Expectancy Motivation theory

Whereas Maslow and Herzberg look at the relationship between internal needs and the resulting effort expended to fulfill them, Vroom's expectancy theory separates effort (which arises from motivation), performance, and outcomes.

According to the expectance theory, an individual will be motivated to perform by two expectancies (Frey, 2006)); (Muogbo, 2013). The first expectation is the probability that the effort put forth will lead to the desired performance. The second expectancy also referred to as instrumentality is the probability that a particular performance will lead to certain preferred outcomes. When the probability of some effort has not rewarded, the employee will not be highly motivated to perform a certain task. External rewards are viewed as inducing motivational states that fuel behaviors, as opposed to intrinsic motivators, where behaviors have derived from internal forces such as enjoyment of the work itself because it is challenging, interesting (Muogbo,2013).

Theory X and Theory Y

One theory consistent with the needs hierarchy Douglas McGregor's dichotomy of Theory X and Theory Y. under Theory X, managers believe employees inherently dislike work and must, therefore, be directed or even coerced into performing it assuming that lower-order needs dominate. Under Theory Y, in contrast, managers assume employees can view work as being as natural as rest or play, and therefore the average person can learn to accept and even seek responsibility assuming that higher-order needs dominate. McGregor's beloved theory T assumption was more valid and thus proposed motivating through participative decision making, challenging work, and group relations.

Unfortunately, like the needs hierarchy, little evidence confirms that either set of assumptions is valid or that acting on theory Y assumptions will always lead to more motivated workers.

Employee Motivation and Organizational Effectiveness

Some motivation theories focus on specific elements that motivates employees in search of organizational effectiveness, for example motives and need theory (Maslo,1943) states that employees have five levels of needs (Physiological, safety, social, ego, and self-actualizing), while equity and justice theory states that employees strive for equity between themselves and other employees (Huseman, Hatfield, & Miles, 1987).

However, current research on employee motivation is more cross-disciplinary and includes fields such as neuroscience, biology, and psychology. It seems that current research is aiming to bring together and revolutionize traditional motivation theories into the more comprehensive theory that encompasses the traditional perspectives of management, human resource, and organizational behavior with new perspectives in neuroscience, biology, and psychology. For example, Lawrence and Nohria (2002) use cross-disciplinary perspectives to explain how human nature is the foundation of employee motivation. They argue that it is human nature for employees to possess four drives: the drive to acquire, bond, comprehend, and defend, and these drives are the foundation for employee motivation. Their research also specifies organizational levers that fulfill these drives. Reward systems fulfill the drive to acquire, culture fulfills the drive to bond, job design fulfills the drive to comprehend, and performance management and resource allocation processes fulfill the drive to defend (Nohria et al., 2013). When these organizational levers have been used to fulfill employee drives and motivation, organizational effectiveness has maximized.

Abubakari & Adam (2018) Employee motivation cannot be examined in isolation from its organizational context since it is the activities undertaken within an organization that is being considered; and in particular, it is the human motivation that encourages the individual to remain with the organization (Oghojafor, Muo, & Aduloju, 2012) argued that prosperity and survival of the organizations are determined through and how they treat their human resource. (Ogbonnaya & Valizade, 2018) workplace innovations have emphasized the role of high-performance work practices (HPWP) in developing a more effective organization. HPWP is a unique set of complementary Human Resource Management (HRM) practices aimed at empowering employees to contribute favorably towards organizational performance. (Nikandrou & Papalexandris, 2007) states that while employee skills can be translated into employees being able to do their jobs, employee motivation can be translated as employees 'wanting' to do their jobs. Progressive HRM practices related to reward management and incentive compensation systems have been positively related to firm performance. Suitable rewards are one of the necessary elements for successful change. People can be rewarded for adapting their behavior to the new environment and for doing the right things to sustain change. HR can use rewards to retain key people and attract newly qualified staff.

Thomas, Ambrosini, & Hughes, (2019) as organizations have a responsibility to set goals and plans for the organization, establish the right incentives, and create a motivational environment to get the strategy executed to achieve results; an additional related implication is the need to establish environments which balance enhancing task-specific behavior with behaviors that support wider organizational functioning.

Kauppila, (2018) to perform effectively across various tasks and situations, employees should be able to divide their attention between explorative and exploitative behaviors. In organizations, exploitation and exploration capture two contrasting types of learning activities. Explorative behaviors involve actions to facilitate the search, variation, and creation of new capabilities and opportunities at work. In contrast, exploitative behaviors involve actions to improve the efficiency and incremental refinement of existing knowledge and competences. Researchers have argued that both types of learning activities are essential for the effective functioning and enduring viability of the organization.

A study has been done to examine the relationship between organizational effectiveness and employee performance and motivation in the telecommunication and banking sector in Pakistan the results showed that there is a significant positive correlation (0.287) between employee motivation and organizational effectiveness.

Also, An empirical study of employee motivation and organizational effectiveness was carried out by (Solomon, Hashim, Mehdi, & Ajagbe, 2012) showed a significant relationship between the independent variable motivation and the dependent variable employee productivity. In Another empirical study of workers of 21 manufacturing firms in Anambra state of Nigeria by (Muogbo, 2013) showed that there exists a relationship between extrinsic motivation and the performance of employees while no relationship existed between intrinsic motivation and employees' performance.

R. A. G. Khan, Khan, & Khan, (2011) studied the motivated employees' works best in the interest of the organizations which lead them towards prosperity, productivity, and growth. Thus the employee motivation and organizational effectiveness are directly related (0.287).

Factors Affecting Employee Motivation

No one works for free, nor should the employees want to earn a reasonable salary and payment, and employees desire their work to feel that is what they are getting (Rizwan et al., 2014). Money is a significant inducement; no other incentives or motivational technique comes even close to it concerning its substantial value (Sällberg & Henrik, 2011), it has the supremacy to magnetize, maintain and motivate individuals towards higher performance.

Leadership is about getting things done the right way, to do that need people to follow; we need to have them trust you. Moreover, if we want them to trust us and do things for us in the organization, they need to be motivated (Naile & Selesho, 2014). Theories

imply that leaders and followers raise one another to higher levels of morality and motivation. Motivation is purely and simply a leadership behavior. It stems from wanting to do what is right for people as well as for the organization. Leadership and motivation are active processes (Graves & Sarkis, 2018).

Frederic Taylor and his scientific management associate described money as the most fundamental factor in motivating the workers to attain higher productivity). Research has suggested that reward now causes the satisfaction of the employee, which directly influences the performance of the employee (Al-Belushi & Khan, 2017).

Rewards are management tools that hopefully contribute to firms' effectiveness by influencing individuals or groups. All businesses use to pay, promotion, bonuses, or other types of rewards to motivate and encourage high-level performances of employees. To use salaries as a motivator effectively, managers must consider salary structures that should include important organization attaches to each job, payment according to performance, personal or special allowances, fringe benefits, pensions, and others (Osa, 2014).

Empowerment provides benefits to organizations and makes sense of belonging and pride in the workforce. It builds win-win in connection with organizations and employees, which is considered an ideal environment in numerous organizations and their employees. Empowering can flourish virtual human capacities, empowered employees focus their job and work-life with additional importance, and this leads to constant progress in coordination and work procedure. Employees execute their finest novelties and thoughts with a sense of belonging, enthusiasm, and delight, in empowered organizations, adding up, they work with a sense of responsibility and prefer benefits to the organization (Onyemeh, Wai, Abakr, & Darulehsan, 2014)

Training defined as factors on enhancing the present or future performance of employee through increasing their ability to perform via learning or changing or their attitude that lead to increase their skills and knowledge (Sturman & Ford, 2015). Training is also related to the increasing performance of the firms as it eases the development of knowledge and skills required for the firm (K. Khan, 2020)

Recognition is an essential factor in enhancing employee job satisfaction and work motivation, which has directly associated with organizational effectiveness (K. Khan, 2020)

From the literature, gathered for the study, factors that enhance employee motivation are monetary incentives, empowerment, recognition, and training or development.

Employee Empowerment: Yin, Wang, & Lu, (2019) state that empowerment practices such as job autonomy through boundaries and team accountability encourage employees to explore novel learning opportunities, through exploiting and deepening existing knowledge stocks in the process of task implementation (Onyemeh et al., 2014). Empowerment practices, such as information sharing, help employees understand how their performance contributes to overall firm performance and provide flexibility and adaptability for employees to work together in exploring new opportunities and neutralizing unforeseen threats in the environment. Also, information sharing can create an organizational culture of trust between employees and their employer, which in turn can promote employees' loyalty to the organization and reduce their mobility.

Han, Liao, Kim, & Han, (2019) argue that organizational empowerment climate will relate to the extent to which team leaders engage in empowering leadership for two reasons. First, organizational climate acts as a driver of employee behavior by signaling what is appropriate and expected in the organization. These signals lead the organization members to expect that performance of the desired behaviors will be recognized, thus motivating them to exhibit the desired role behavior. An organizational empowerment climate will similarly signal to team leaders that their empowerment of individual team members is essential and expected, motivating them to behave following this expectation. Second, organization members are not mere recipients of contextual signals; they also interpret those signals through interactions with others to determine their course of action. They observe each other, engage in dialogue that builds norms for appropriate behavior in their organization, and behave accordingly

C. Kumar & Corresponding, (2011) the concept of employees is not managed by the traditional hierarchical control system, instead, out of their commitment towards shared organizational goals, as they enforce self-discipline to achieve these. This is possible when hierarchies are dissolved, internal political games are minimized, and organizations adopt a performance-based reward system and recognition of individual contributions. Again teamwork and decentralization should be encouraged for effective empowerment and meaningful participation which induces the climate of workplace commitment and significantly contribute towards organizational effectiveness.

J. Kumar & Kumar (2017) analyzed various strategies adopted by the management for employee empowerment. The study explains that employee empowerment is a kind of motivational strategy that gives the employees a sense of satisfaction towards their job and organization. From the study, the researcher concludes that employee empowerment in the organization is at a fair

level. But at the same time, the study stresses that empowering the employees at the fair level is not at all enough for yielding expected profit and improving the productivity

Joo & Shim, (2010), examines the influences of psychological empowerment on organizational commitment and the moderating effect of organizational learning culture on the relationship. The result suggests that psychological empowerment, organizational learning culture, and demographic variables had a significant impact on organizational commitment for employees in the public sector of Korea. Employees showed higher organizational commitment when they perceived high psychological empowerment and high organizational learning culture. Besides, the moderating effect of organizational learning culture on the relationship between psychological empowerment and organizational commitment has found to be significant.

Employee Recognition: According to (Gilbert & Kelloway, 2018), rewards and recognition are essential factors in enhancing employee job satisfaction and work motivation, which has directly associated with organizational achievements. (K. Khan, 2020) conducted a study in which he examined the relationship between rewards and employee motivation in commercial banks of Pakistan; the study focused on four types of rewards of which one was the recognition which he tested through Pearson correlation. The result showed that recognition correlates significantly (0.65) with employee work motivation.

An empirical study was conducted in India to measure the impact of reward and recognition on job satisfaction and motivation the results showed that there exists a significant ($r=0.13$, $p<0.05$) relationship between recognition and employee work motivation (Danish & Usman, 2010).

Another study was conducted in Pakistan to examine the job satisfaction among bank employees in Punjab. A structured questionnaire survey has used, and data have gathered from 4 bank employees; the value of the correlation coefficient for recognition was 0.251, which shows that its relationship with job satisfaction is positive. Job satisfaction is directly associated with the internal work motivation of employees that enhances as the satisfaction of employees increase (Khalid & Irshad, 2010). The study says that deficiency of appropriate recognition and rewarding reduces employees' work motivation and job satisfaction.

Furthermore, an empirical study was conducted by Reena Ali to examine the impact of reward and recognition programs and employee motivation and satisfaction. A questionnaire has distributed to 80 employees of Unilever, and data were analyzed through SPSS version 16. The results showed that there is a statistically significant ($r=0.92$, $p<0.01$) the direct and positive relation between recognition and employee work motivation (Manzoor, 2011b). Employee empowerment and employee motivation towards organizational tasks also have a direct and positive relationship between them, as shown by the studies conducted by (Al-Asoufi & Akhorshaideh, 2017), (Chang & Liu, 2008) (Dahou & having, 2018)

Employee Training (Development): Training is considered one of the major areas of human resources management that leads to the effective usage of human resources. For this reason, most organizations nowadays insist on the importance of training as a key influence on success.

Al-Emadi & Marquardt, (2007) conducted research "Relationship between employee's beliefs regarding training benefits and employees organizational commitment in a petroleum company in the state Qatar." It was done on a total of 283 responses and resulted in a positive relationship between employees training and organizational commitment,

Bulut & Culha, (2010) found out in their study, "The effects of organizational training on organizational commitment" that organizational commitment is positively affected by the organizational training. 298 questionnaires have considered for this study collected from four and five-star hotels located in Izmir, the largest city of the Aegean in Turkey.

Eun-Chung (2013) the study on "The relationship of training and organizational commitment in one Korean organization" the result showed that there is a positive correlation between different aspects of training and organizational commitment.

Employee Monetary Incentives: Monetary incentives refer to incentives that have paid as money. The most commonly used types of monetary incentives are gain sharing and profit sharing.

As summarized by (Al-Belushi & Khan, 2017) monetary incentives acts as a stimulus for greater action and inculcates zeal and enthusiasm toward work, it helps an employee in recognition of achievement. (Osa, 2014) discussed that monetary incentives used to build a positive environment and maintain a job interest, which is consistent among the employee and offer a spur or zeal in the employees for better performance. For reason, monetary incentives motivate employees and enhance commitment to work performance, and psychologically satisfy a person and lead to job satisfaction and shape the behavior or outlook of subordinates toward work in the organization.

Among different incentives, monetary incentives are the most researched, and several studies have researched how monetary incentives affect motivation and performance; many of the researchers have found a positive correlation between monetary incentives and performance.

Stajkovic & Luthans, (2001) conducted an empirical study in two facilities that conducted the same task and located several miles apart from each other. According to the study, monetary incentives improved performance by over 30% compared with those who did not get incentives. Also, other researchers have conducted similar empirical studies and found that performance increase in groups with monetary bonus systems whereas in control groups, performance usually stays at the same level (McQuillan, 1996); (Stajkovic & Luthans, 2001); (Condly & Clark, 1998). Furthermore, (Lee, 1988) compared individual pay incentives, job enrichment, and employee participation and found that monetary rewards are most efficient.

Conclusion

This article reviewed the studies on the impact of employee motivation on organizational effectiveness. Employee motivation has been a major concern of organizations and human resource managers for many years. It has been a key indicator of successful and productive employees. However, motivating employees within an organization remains challenging and complex due to a wide range of factors related to employees, management, the workplace, and the organizations. Therefore, organizations and humans resources managers use different strategies to motivate employees.

Different studies have shown that for employees to be motivated some factors such as monetary incentives, best working conditions and job security need to be existed in their work. Without these, even a good employee may not yield desired performance results. When employees having fear of losing their job it will decreased interest and drive to finish their day to day tasks effectively and efficiently.

Furthermore, the review focused on the relevant theories the guide the explanations on the source of the study problem fill the gap of employee motivation on organizational effectiveness.

Maslow's need hierarchy theory, Herzberg's two-factor theory, McGregor's Theory X and Theory Y and vroom's expectancy theory expectancy theory were reviewed in this study, and all together contributed the explanation on the source of the study problem. Issues like knowledge gap, lack of managerial skills, lack of models to improve employee motivations, lack of employee development, lack of employee empowerments, lack of employee recognitions and lack of monetary incentives identified by the theories as the main source of the study.

The review also informed the current study about previous studies made on the impact of employee motivation on organizational effectiveness (like courses, prevalence, effects, and action was taken). The theories and approaches which used in the current study will be much similar to the approaches used in other countries, which led to greater success in solving similar problems.

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