



## EMPLOYEE MOTIVATION: A REVIEW OF THEORIES AND PERSPECTIVES

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### Abstract

*Employee motivation is an intricate and sophisticated subject; however, contemporary managers must face and deal with this topic to obtain organizational success. This paper examines the indispensability of employee motivation in organization. In a style of a qualitative research, the paper x-rays, exhaustively, some of the theories of employee motivation and the importance of employee motivation. It also identifies how employees can be motivated, what motivates employees and the benefits of employee motivation. Moreover, managers have to learn previous and current motivational programs, examples, and theories behind employee motivation because understanding of these fundamentals can enhance their ability to identify reward systems that could match with employee needs. The necessity of this work is situated in examining critically the theories of employee motivation and how different organizations would apply these various theories to achieve success.*

**Keywords:** *Employees, Management theories, Motivation and Performance.*

### Background to the Study

There are numerous motivation theories that have influenced the way organizations manage employees to achieve a motivated work force. These theories attempts to explain why people behave the way they do and advice on factors and strategies which when employed can get the best out of employees in terms of their commitment to work. Notwithstanding, because of the complex nature of the issues worth considering when motivating people, it is always not any easy task when it comes to organizations motivating workers for effective performance (Kwasi & George, 2011).

Competition, which is as a result of globalization, information technology and industrialization, has compelled managers all over the world to seek to motivate their employees in order to get the best out of them and to stay competitive. This has led managers to employ all sorts of techniques like salary increase, provide security and good working relationships and opportunities for growth and advancement and leadership (Kwasi & George, 2011). The question is, do these incentives motivates and satisfy employees to give off their best at the work place?

Employee motivation theory examines the process of motivation. It explains why people at work behave in the way they do in terms of their effort and the directions they are taking. It describes what organizations can do to encourage people to apply their effort and abilities in

ways that will further the achievement of the organizations goals as well as satisfaction and factors that create it and its impact on performance (Armstrong, 2006).

Vroom and Deci (1970) put it: "The question of what motivates workers to perform effectively is not an easy one to answer." Indeed, a motive is something, which impels a person to act, a reason for behaviour. Motivation refers to the forces within individuals that account for the level, direction and persistence of effort expended to work (Schermerhorn et al., 1985).

The focus of this paper is to review the few theories of employee motivation, meaning of motivation, types of employee motivation, how to motivate employees, what motivates employees, and the benefits of employee motivation. It is obvious that employee motivation is an element that extensively determines the outcome of some activity. Without proper motivation, all capabilities and experiences of an individual are in vain. Motivation is like the fuel in the engine. You can have a perfect machine, but without the fuel, you can go nowhere. In addition, motivation is essential for any organization to prosper (Buchbinder & Shanks, 2007).

### Employee Motivation

The term motivation is derived from the Latin word "movere", meaning to move (Kretiner & Kinicki, 1998). Motivation represents those psychological processes that cause the arousal, direction, and persistence of voluntary actions that are goal oriented (Mitchell, 1982, p.81). Motivation as defined by Robbins (1993) is the "willingness to exert high levels of effort toward organizational goals, conditioned by the efforts and ability to satisfy some individual need." A need in this context is an internal state that makes certain outcomes appear attractive. An unsatisfied need creates tension that stimulates drives within the individual. These drives then generate search behaviour to find particular goals that, if attained, will satisfy the need and lead to the reduction of tension (Robbins, 1993).

### Types of Motivation

Armstrong (2006) states, "Motivation at work can take place in two ways. First, people can motivate themselves by seeking, finding and carrying out work (or being given work) that satisfies their needs or at least leads them to expect that their goals will be achieved. Secondly, people can be motivated by management through such methods as pay, promotion, praise etc." (p.253). Two types of motivation have originally been identified (Herzberg, Mausner, & Snyderman, 1957).

### Intrinsic Motivation

Intrinsic motivations are self-generated factors that influence people to behave in a particular way or to move in a particular direction. These factors include responsibility (feeling that the work is important and having control over one's resources), autonomy (freedom to act), scope to use and develop skills and abilities, interesting and challenging work and opportunities for advancement (Herzberg et al., 1957).

### Extrinsic Motivation

Extrinsic motivations are those things, which are done to or for people to motivate them. This includes rewards, such as increased pay, praise or promotion, and punishment such as

disciplinary action, withholding pay or criticisms (Herzberg et al., 1957).

Extrinsic motivation can have an immediate and powerful effect, but it will not necessary last long. The intrinsic motivators, which are concerned with the 'quality of working life', are likely to have a deeper and longer-term effect because they are inherent in individuals and not imposed from outside (Herzberg et al., 1957).

### Theories of Motivation

#### Scientific Theory of Frederick Taylor

Frederick Taylor otherwise known as the father of scientific management in 1911 in America published his famous book, "Principles of Scientific Management" in which new principles of industrial organization are suggested and the advantages of an extreme division of labour and mechanization are stressed. Taylor, engineer and manager, publishes important works on what he thinks should become organization and management in modern enterprises (Nickels, McHugh, & McHugh, 2005).

The first article published by Taylor: 'A Piece Rate System,' being a step toward the partial solution of the labour problem (1896), followed by 'on the art of cutting metals' (1907). Taylor's main work however, is principles of scientific management (1911), a book translated into Chinese, Dutch, French, German, Italian, Japanese, Russian, Swedish, and Spanish before the First World War. However, another reason for inefficiency in traditional organized business is the way individual tasks are performed, he propose an accurate time study to discover the one best conditions, machines, tools and so on.

Scientific management meets the widespread support, but also has fierce opponents. Among the supporters on the finds, obviously, Taylor collaborators or those who took inspiration from his work, such as Henry L. Ghant, Morris L. Coke, Samuel Emerson, and Lillian and Gilbert. There are also a number of politicians and economist who warmly welcome the new system of organization (Nelson, 1998).

Rutherford 2003, Walker 1913, Clark 1918, fisher 1925 "are all in support of Taylors idea" (Caldari, 2007). Rutherford (2003), greatly appreciates the suggested scientific organization of labour and workshops, since it look capable in increasing technical and general efficiency (kneodler, 1997).

The application of scientific management is suggested not only to productive processes but also to commercial activities of business in the belief that goods made under scientific management can and should be sold by scientific management. Science is continually increasing the amount of standardization and scientific management in an attempt to introduce it in place of the more elusive artisanship and rule of thumb (Clark, 1918, p.147). Furthermore, appraising Taylors worth, he has made a unique place for himself in history as one who bridged the gap between science and industry, between theory and practice. The world owes him at least undying fame for his accomplishment in replacing guesswork by science and thereby adding immensely to the wealth and welfare of all mankind. Some day even labour may canonize him as a patron saint (Fisher, 1925, p.61).

Some of the criticisms laid against Taylor's scientific management theory include the 'Premium Bonus System,' through which a fundamental incentive is given to each worker in order to maximize his/her productivity. All the other important and peculiar features of scientific management were neglected. Premium bonus schemes are the product of a wide interpretation of Taylor's principles and are very common in British workshops. This aspect is mainly criticized by unions. In the Trades Union Congress report, published in 1910, one is told that the premium bonus system was a bad system for the workers, its chief features being that it created a strong anti-social feeling amongst shop mates. It was a scientific method of squeezing the last ounce of blood for men (Robertson, 1923, p.28). In addition, the bonus system is also criticized by a number of economists (Ashley, 1922; Robertson, 1921; Pigou, 1920).

Again, scientific management is seen as very critical since it is evident that when we pass from technical improvement of tools to improved method of working, we open possibilities of opposition between the business and the human interest (Hobson, 1914, p.207). Not only by improved methods of work, workers end by working extra-hand (Florence, 1920), but also the liberty, initiative, judgment and responsibility of the individual worker are reduced to a minimum (Hobson, 1914, p.209). All this means 'a loss of injury to the worker' (Hobson, 1914, p. 209).

However, scientific management has been criticized as being correlated with the extreme division of labour and standardization that the new system implied. Standardization in itself is not an evil, on the contrary; it embodies the progressive evolution of improved techniques (Marshall, 1919, p.201). Nonetheless, standardization can also be injurious. However, to fix an absolute wage rate is substantially meaningless because it is liable to be altered by changes in economic circumstances (Marshall, 1919, p.384).

Contrary to the view of Taylor, scientific management is mostly practiced in developed countries like America, who have fast grown in terms of technology and who does their work base on wages paid compare to the developing countries like Nigeria, who are striving to develop and pay their workers on monthly bases. In addition, the theory of scientific management is based on autocratic style of leadership, which cannot work in all organization but mostly in industrial setup.

#### Elton Mayo and The Hawthorne Studies

One of the studies that grew out of Frederick Taylor's research was conducted at the Western Electric Company's Hawthorne Plant in Cicero, Illinois. The study began in 1927 and ended six years later (Nickels et al., 2005).

Elton Mayo and his colleagues from Harvard University came to the Hawthorne plant to test the degree of lighting associated with optimum productivity. In this respect, there was a traditional scientific management study; the idea was to keep records of the workers' productivity under different levels of illumination. However, the initial experiments revealed what seemed to be a problem: the productivity of the experimental group compared to that of other workers doing the same job went up regardless of whether the lighting was bright or dim.

This was true even when the lighting was reduced to about the level of moonlight. These results confused and frustrated the researchers, who had expected productivity to fall as the lighting was, dimmed (Nickels et al., 2005).

A second series of experiments was conducted. In these, a separate test room was set up where temperature, humidity, and other environmental factors could be manipulated. In the series of 13 experimental periods, productivity went up each time; in fact, it increased by 50 percent overall. When the experiments repeated the original condition (expecting productivity to fall to original levels), productivity increased yet again. The experiments were considered a total failure at this point. No matter what the experimenters did, productivity went up (Nickels et al., 2005). What was causing the increase?

In the end, Mayo guessed that some human or psychological factor was involved. He and his colleague's then interviewed the workers, asking them about their feelings and attitudes toward the experiment. The researchers' findings began a profound change in management thinking that has had repercussions up to the present. Here is what they concluded:

- 1 The workers in the test room thought of themselves as a social group. The atmosphere was informal, they could talk freely, and they interacted regularly with their supervisors and the experimenters. They felt special and worked hard to stay in the group. This motivates them.
- 2 The workers were involved in the planning of the experiments. For example, they rejected one kind of pay schedule and recommended another, which was used. The workers felt that their ideas were respected and that they were involved in managerial decision-making. This too, motivates them.
- 3 No matter what the physical conditions were, the workers enjoyed the atmosphere of their special room and the additional pay they got for more productivity. Job satisfaction increased dramatically.

Researchers now use the term Hawthorne effect to refer to the tendency for people to behave differently when they know they are being studied. The Hawthorne study's results encouraged researchers to study human motivation and the managerial styles that lead to more productivity. The emphasis of research shifted away from Taylor's scientific management and towards Mayo's new human-based management.

Mayo's findings led to completely new assumptions about employees. One of those assumptions, of course, was that pay was not the only motivator. In fact, money was found to be a relatively ineffective motivator. That change in assumptions led to many theories about the human side of motivation (Nickels et al., 2005).

#### Mcgregors Theory X and Theory Y

Douglas McGregor has developed a theory of motivation based on hypotheses relating to human behaviour. According to him, the function of motivating people involves certain assumption about human nature. Theory X and Y are two sets of assumptions about the nature of people.

#### Review of the assumptions of Theory X.

- 1 People dislike work and will avoid it if possible.
- 2 Most people must be “coerced, controlled, directed, and threatened with punishment to get them” to work (McGregor, 1960, p.33-34).
- 3 The average human prefers to be directed, wishes to avoid responsibility, has little ambition, and want security.

The First assumption has been the subject of great debate in western philosophy. Tausky (1992) argues, “There is nothing in theology or psychology to support the notion that all people by human nature inherently like to dislike work” (p.8). What seems to be more realistic is “desirability or loathsomeness” of work is likely to be matter of individual development rather than a matter of human nature. Tausky (1992) works “underscore the dangers of using either Theory X or theory Y assumptions as general work and other like it” (p.8). Thus, the First characteristic needs some modification.

The Second assumption seems only harsh (McGregor, 1960, p.36). It would mean that managers believed that their subordinates need to be directed and controlled in the execution of their duties. This assumption may result from various factors including a lack of knowledge on the part of subordinates', the consequences for poor performance of a specific task, the risks associated with a job more thoroughly than his or her subordinates' (Wilkinson, Godfrey, & Marchington, 1997). The final assumption likewise seems to be a caricature of employees who seek direction and desire job security. Thus, a more realistic Theory X model assumes the following:

- 1 Many people must be controlled and directed in the execution of their tasks.
- 2 Most subordinates conform to rules, are efficient, and relatively unoriginal, seeking direction in the execution of their job (Aeppel, 1997).

A manager operating under these assumptions would use a directive approach to managing, allowing employees only limited autonomy and discretion. A Theory X manager is more concerned with performance and “getting product out the door” than about meeting the emotion or developmental needs of his or her subordinates.

#### Theory Y

Theory Y makes entirely different assumptions about people:

- 1 Most people like work; it is as natural as play or rest.
- 2 Most people naturally work toward goals to which they are committed.
- 3 The depth of a person's commitment to goals depends on the perceived rewards for achieving them.
- 4 Under certain conditions, most people not only accept but also seek responsibility.
- 5 People are capable of using a relatively high degree of imagination, creativity, and cleverness to solve problems.
- 6 In industry, the average person's intellectual potential is only partially realized.
- 7 People are motivated by a variety of rewards. Each worker is stimulated by a reward unique to that worker (time off, money, recognition, etc.) (Nickels et al., 2005).

Rather than emphasize authority, direction, and close supervision, Theory Y emphasizes a relaxed managerial atmosphere in which workers are free to set objectives, be creative, be flexible, and goes beyond the goals set by management. A key technique in meeting these objectives is empowerment. Empowerment gives employees the authority to make decisions and the tools to implement the decisions they make. For empowerment to be a real motivator, management should follow these three steps:

1. Find out what people think the problems in the organization are.
2. Let them design the solutions.
3. Get out of the way and let them put those solutions into action.

Often, employees complain that although they are asked to become involved in company decision-making, their managers fail to actually empower them to make decisions. Have you ever worked in such an atmosphere? How did that make you feel? (Nickels et al., 2005).

Under what circumstances would theory X management be appropriate? If we read Theory X assumptions as adaptive and Theory Y assumption as innovative, then we may make a number of conclusions about when theory X management is appropriate. When facing routine or detailed tasks, an adaptive style is most likely to be successful. Adaptive managers are more appropriate when a team is composed of innovators, because the adapter would be able to keep the rest of the team on schedule (Kriton, 1989).

Adapters are also more successful at “doing things better,” while innovators are more successful at “doing things differently” (Korth, 2000). What one wants in a manager depends upon the task being performed. Companies tended to see out adapters rather than innovators, because adapters tend to fit well into bureaucratic organizations (Kriton, 1978). On the other hand, Holland (1987) demonstrated that adapters had difficulty coping with an industry undergoing rapid challenge in technology or procedures. In addition, innovators managers were better suited to tasks that involved external relations for an organization, the internal operations of an organization. It has been noted that, employee turnover is affected by whether a manager is an adapter or innovator. (Foxall, Payne & Walters, 1987). With a manager who is an adapter, people are less likely to leave a position if they have good relations with their coworkers. With a manager who is an innovator, people are less likely to leave a position if they are pleased with the pay they receive (McNeilly & Goldsmith, 1992).

A fascinating study was conducted, indicating that men and women both equate innovativeness with effectiveness for female managers. Clearly, what model of management is best is a complex issue, involving considerations of the task to be performed, the subordinates to be managed and the output that is desired. In any event, the belief that theory Y is superior to Theory X cannot be supportive (Skinner, 1989).

If people are different (some adaptive and others innovative) and personality is relatively invariant, then the management task becomes increasingly complex (Moussave & Ashbaugh, 1995). It is more than simply training managers and instilling a sense of obligation; it becomes a

matter of coordinating managers, team members, and task in a way that takes advantage of the individual abilities and team dynamics of one's employees (Buijs, 1998). The key is to understand which tasks require an adaptive approach and which require an innovative approach to build work teams accordingly, and to select the most appropriate managers (Buijs, 1998; Kriton, 1989).

In other words, improving the work environment still requires one to pay attention and find ways for managers and employees to capitalize on their strengths and rely on each other to overcome weakness. Such is the key to effective management.

### Vroom Expectancy Theory

The Vroom Expectancy theory addresses the expectations of individuals and hypothesizes that they are motivated by performance and the expected outcomes of their own behaviour (Vroom, 1964). In addition, Expectancy theory holds that people are motivated to behave in ways that produce desired combinations of expected outcome (Kreitner & Kinicki, 1998, p.227).

Essentially, the expectancy theory argues that the strength of a tendency to act in a certain way depends on the strength of an expectation that the act will be followed by a given outcome and on the attractiveness of that outcome to the individual (Robbins, 1993). Expectancy theory states that motivation is a combined function of individuals' perception that effort will lead to performance and of the perceived desirability of outcomes that may result from the performance (Steers & Porter, 1983). Although, there are several forms of this model, Vroom in 1964 developed the formal model of work motivation drawing on the work of other researchers.

Vroom's theory assumes that the "choices made by a person among alternative courses of action are lawfully related to psychological events occurring contemporaneously with the behaviour" (Vroom, 1964, p15). This is saying that people's behaviour results from conscious choice among alternatives and these choices are systematically related to psychological processes, particularly perception and the formation of beliefs and attitudes (Pinder, 1984). Three mental components are seen as instigating and directing behaviour. These are referred to as Valence, Instrumentality and Expectancy. These three factors are the reason why the expectancy theory is referred to as VIE theory. Vroom (1964) defined the term "Valence as the affective (emotional) orientations people hold with regard to outcomes". An outcome in this case is said to be positively valent for an individual if he/she would prefer having it or not. The most important feature of people's valences concerning work-related outcomes is that they refer to the level of satisfaction the person expects to receive from them not from the real value the person actually derives from them. As in other model, there is the emphasis on the level of motivation and the outcome of performance. Performance as an outcome as defined by vroom as a degree to which the individual believes that performing at a particular level will lead to the attainment of a desired outcome. Work effort result in a variety of outcomes some of them are directly, and some of them indirectly and can include pay, promotion, and other related factors.



It is suggested that linking instrumentality as a probability belief linking on outcome (performance level) to other outcomes (Vroom, 1964). In addition, an outcome is positively for the acquisition of positive valent if the person believes that it holds high instrumentality for the acquisition of positively valent consequences and the avoidance of negatively valent outcomes. The third major component of the theory is referred to as expectancy (Pinder, 1984). Expectancy is the belief that as action outcome associations held in the minds of individuals and stated that there are varieties of factors that contribute to an employee's expectancy perceptions about various levels of job performance.

Layman Porter and Edward Lawler III developed an expectancy model of motivation that extended Vroom's work. This model attempted to:

- (1) identify the source of people's valences and expectancies and
- (2) link effort with performance and job satisfaction (Kreitner & Kinicki, 1998).

In this model, the effort is viewed as a function of the perceived value of a reward and the perceived effort-reward probability. Employees should exhibit more effort when they believe they will receive valued reward for task accomplishment (Porter & Lawler, 1968). In predicting performance, the relationship between effort and performance is moderated by an employee's abilities, traits, and role perceptions (Porter & Lawler, 1968). In other words, employees with higher abilities attain higher performance for a given level of effort than employees with less ability. In predicting the level of satisfaction, job satisfaction is determined by employees' perceptions of the equity of the rewards received (Porter & Lawler, 1968). Employees are more satisfied when they feel equitably with performance and rewards.

### Equity Theory

Adams equity theory proposes that individuals are motivated when they perceive that they are treated equitably in comparison to others within the organization (Adams, 1963). Equity theory recognizes that individuals are concerned not only with the absolute amount of rewards they receive for their efforts, but also with the relationship of this amount to what others receive. Based on one's inputs, such as effort, experience, education, and competence, one can compare outcome-input ratio relative to others, tension is created. This tension provides the basis for motivation, as people strive for what they perceive as equity and fairness (Robbins, 1993).

One of the prominent theories with respect to equity theory was developed through the work of J.S Adams. Adam's theory is perhaps the most rigorously developed statement of how individuals evaluate social exchange relationships (Steer & Porter, 1983). The major components of exchange relationships in this theory are inputs and outcomes. In a situation where a person exchanges his/her services for pay, inputs may include previous work experience, education, effort on the job, and training. Outcomes are those factors that result from the exchange. The most important outcome is likely to be pay with outcomes such as supervisory treatment, job assignments, fringe benefits, and status symbols taken into consideration also. Equity theory rests upon three main assumptions (Carrel & Dittich, 1978). First, the theory holds that people develop beliefs about what constitutes a fair and equitable return for their contributions to their jobs. Second, the theory assumes that people tend to

compare what they perceive to be the exchange they have with their employers. The other assumption is that when people believe that their own treatment is not equitable, relative to the exchange they perceive others to be making, they will be motivated to take actions they deem appropriate. This concept of equity is most often interpreted in work organizations as a positive association between an employee's effort or performance on the job and the pay he/she receives. Adams (1965) suggested that individual expectations about equity of "fair" correlation between inputs and outputs are learned during the process of socialization and through the comparison with inputs and outcomes of others. To further establish the causes of perceived and actual inequity on organizations, Pinder (1984) stated that feelings of inequitable treatment tend to occur when "people believe they are not receiving fair returns for efforts and other contributions."

The challenge therefore for organizations is to develop reward systems that are perceived to be fair and equitable and distributing the reward in accordance with employee beliefs about own value to the organization. The consequences of employees perceiving they are not being treated fairly create a variety of options for the employees (Champagne & McAfee, 1989). These options include the employees reducing their input through directly restricting their work output, attempting to increase their output by seeking salary increases or seeking a more enjoyable assignment. Other possibilities are to decrease the outcomes of a comparison other until the ratio of that person's outcomes to inputs is relatively equal, increasing the others' inputs. In addition to the above mentioned, the employee could simply withdraw from the situation entirely, that is, quit the job and seek employment elsewhere.

#### Importance of Employee Motivation

Motivation plays a critical role in achieving goals, business objectives and is equally as important for companies that work in a team-based environment or in a workplace comprised of workers who work independently. Making sure each employee's workplace goals and values are aligned with the organization's mission and vision is important for creating and maintaining a high level of motivation. That can lead to higher productivity, improved work quality and financial gain across all organization's/departments (Maslow, 1977).

Employee motivation is an element that extensively determines the outcome of some activities. Without proper motivation, all capabilities and experience of an individual are in vain. Motivation is like the fuel in the engine. You can have a perfect machine, but without the fuel, you can go nowhere. Motivation is an important aspect of business management. Motivating employees is not just a task of human resources but it is a responsibility of all managers. Motivation is essential for every organization because it helps in avoiding the frustration and creates a healthy work environment (Yudhvir & Sunita, 2012).

This is concern, and investment in, future scenarios will ingrain unshakable trust and loyalty towards the organization. The word motivation stands for movement. Every manager should have both interest and concern about how to enable people to perform tasks willingly and to the best of their ability. Motivation is essential for any organization because an employee is an Asset to the organization (Buchbinder & Shanks, 2007).

One must understand that each employee has his own characteristics and has different motivational needs. Your origination can actually be taken to a new level if you develop a sense of understanding about how you should motivate your employees. Incentives, by far, motivate most types of employees to a certain extent. Incentives also play an important role to retain employees. A proper reward system should be enforced for people who have been in the organization for long years (Yudhvir & Sunita, 2012).

#### How to Motivate Employees

If anybody in an organization have a lovely shiny car, it will be worthless if it does not have the power of a great engine behind it. Employees are the engines of the organization and like any finely tuned engine their workforce to operate smoothly and effectively. The fact is employee motivation is directly linked to business profits, and the more self-motivated employees are, the more differentiated and successful will be as an organization (Yudhvir & Sunita, 2012).

While rewarding employees, some of the key elements that are taken into account are day to day performance, enthusiasm, punctuality, willingness to accomplish a task, ability to innovate and ideate and overall fulfillment of goals.

One should also take care that employees do not just work for financial incentives. One should create an environment where employees like to come to work because they enjoy their jobs. Human resource managers should use incentives to motivate employees but should do so judiciously. Incentives also motivate the employees when you want them to go that extra mile to achieve your target (Yudhvir & Sunita, 2012).

#### What Motivates Employees?

Every person has a different reason for going to work. These reasons are as individual as whichever person you may ask. However, all of the reasons for working share a common thread. We all obtain something from what we need.

There is much discussion about the value of extrinsic motivation (monetary and other material rewards) versus intrinsic motivation (non-monetary) where people are driven by what is inside them. Not by the trappings of success.

Whereas the most effective factors relating to employee motivation are related to intrinsic motivation:

1. Empowerment: Feeling trusted and empowered is a tremendous motivator.
2. Growth: Feeling that they are growing and developing personally.
3. Inclusion: 'To belong' is a fundamental need, whether as a member of a family, peer groups, network, team or company. It is human nature to want to be on the inside, not the outside.
4. Purpose: Today, people care more about what happens tomorrow, and want to contribute to ensuring the future of their children, and the health of their communities and planet.
5. Trust: The fabric that holds it all together and makes it real (Robbins, 2001).

### Benefits of Employee Motivation

The benefits of employee motivation cannot be over emphasized, because it provides the following:

1. Puts human resources into action

Every concern requires physical, financial and human resources to accomplish the goals. It is through motivation that the human resources can be utilized by making full use of it. This can be done by building willingness in employees to work. This will help the organizations in securing best possible utilization of resources (Rothberg, 2005).

2. Improves level of efficiency of employees.

The level of a subordinate or an employee does not only depend upon his qualifications and abilities. For getting best of his work performance, the gap between ability and willingness has to be filled which helps in improving the level of performance of subordinates. This will result into increase in productivity, reducing cost of operations, and improving overall efficiency in the work place (Adi, 2000).

3. Leads to stability of work force

Stability of workforce is very important from the point of view of reputation and goodwill of a concern. The employees can remain loyal to the organization only when they have a feeling of participation in the management. The skills and efficiency of employees will always be of advantage to employers as well as employees. This will lead to a good public image in the market, which will attract competent and qualified people into a concern. As it is said, "Old is gold" which suffices with the role of motivation here, the older the people, more the experience and their adjustment into a concern which can be of benefit to the organization (Rothberg, 2005).

4. Builds friendly relationship

Motivation is an important factor, which brings employees satisfaction. This can be done by keeping into mind and framing an incentive plan for the benefit of the employees. This could initiate the following things: Monetary and non-monetary incentives, Promotion opportunities for employees, disincentives for inefficient employees. Industrial dispute and unrest in employees will reduce, the employees will be adaptable to the changes and there will be no resistance to the change, this will help in providing a smooth and sound concern in which individual interests will coincide with the organizational interests; this will result in profit maximization through increased productivity (Anka, 1988).

5. Leads to achievement of organizational goals

The goals of an organization can be achieved only when the following factors take place:-There is best possible utilization of resources, there is a co-operative work environment, the employees are goal-directed and they act in a purposive manner, goals can be achieved if co-ordination and co-operation takes place simultaneously which can be effectively done through motivation (Anka, 1988).

## Conclusion

For any organization to succeed there must be an element of employee motivation. Organizations must motivate their employees using the various theories of employee motivation. Employee differs and organizations too differ in their operations, therefore, organizations should choose the best theory that will suite their operations. Most of the authorities that discussed on the theories of employee motivation are Americans, and they mostly gave examples using the American context based on industrial setup. Therefore, in other to apply this to Nigerian organizations we must understand that theories are assumptions and not principles and modern organizations need to have a good human relationship with their employees rather than an autocratic style of leadership.

Theories such as the Frederick Taylor scientific theory, The Elton Mayo and the Hawthorne studies, McGregor's theory X and Y, Vroom expectancy theory, and the equity theory among others have being discussed earlier with various criticisms leveled against them. In addition, the types of employee motivation, importance of employee motivation, what motivate employees and how to motivate employees, have all been discussed.

Finally, employee motivation is an important concept that has been receiving considerable attention from academics, researchers and practicing human resource managers. In essence, motivation comprises important elements such as the need or content, search and choice of strategies, goal-directed behaviour, social comparison of rewards reinforcement, and performance-satisfaction. Early theories are too simplistic in their approach towards motivation. Mere knowledge about the theories of motivation will not help to manage their subordinates. They need to have certain techniques that will help them to change the behaviour of employees. The theories explained earlier will help managers to choose the one that will best suite the organization, put it into practice in other achieve stability in work place and organizational goals and objectives.

## Recommendations

1. Organizations should establish a work environment that includes goals such as social contribution, honesty, reliability, service, quality, dependability and unity. Understand the needs of employees' involvement in decision-making. In addition, employees with a high level of motivation typically work harder and can overcome common workplace challenges with ease, this helps an organization to reach it objectives and improve operations overall (Yudhvir & Sunita, 2012).
2. Managers should understand that employees do not just work for financial incentives. Managers should create an environment where employees like to come to work because they enjoy their jobs. Human resource management should use incentives to motivate employees but should do so judiciously. Incentives also motivate employees when you want them to go extra mile to achieve your target (Yudhvir & Sunita, 2012).

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