

EMPLOYEES' MOTIVATION AND PERFORMANCE IN FIRMS: A THEORETICAL ANALYSIS

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Abstract

The importance of motivation in any organization cannot be underestimated as they play a key role in motivating employees at all level in order to increase performance. The objective of this study was to examine the relationship between motivation and performance. Three motivation theories: expectancy, equity and human capital theory were used in the analyses of the study. The study found out that there is a significant relationship between motivation and performance. The study concludes that effort should be aimed at motivating employees at all level in order to increase performance.

Keywords: Employees, motivation, organization, theoretical analysis.

Introduction

Employee motivation is a major factor in the success or failure of any organization. Without a motivated work force, morale, profit, product and service delivery and performance could suffer. One of the most appropriate ways to ensure employee commitment and loyalty is to empower, motivate, and involve them in decision making of the day-to-day functioning of the organization. Effective motivation can be instrumental in increasing performance and promoting organizational climate. In the light of today's business conditions, motivating people to give their best has become more crucial than ever, because of stiff competition and economic uncertainties. The factor that can set apart an organization in this turbulent environment, be it in the public or private sectors, is its people, therefore, establishing and maintaining a stable workforce is a major concern of human resource department. Motivation in the work context is defined

as an individual's degree of willingness to exert high level of effort to reach organizational goals (Robin, 2010).

Naturally, organizations seek out individuals who are motivated to perform well in the workplace. In addition, they hope to employ people who have the ability to motivate others with whom they work; subordinates, peers, and superiors to work harder towards the accomplishment of goals assigned to them. If organizations can motivate employees to become effective problem solvers and to meet or exceed customer expectations, then the organizational goals and objectives can be realized (Havard Press, 2012). Worker motivation is essential since there is a direct relationship between motivation and performance. Only through motivation, can managers help their employees generate the excellent performance that enables companies or organizations to boost profitability and survive even thrive during tough times. Increased motivation creates the conditions for a more effective workforce, however, because work motivation is an interactive process between workers and their work environment, good management and supervision are still critical factors in reaching organizational goals (Hornby and Sidney, 2009).

Foster (2001) noted that Human Force is considered the most valuable asset of an organization and amongst other factors affecting its performance and efficiency. In today's world of non-stop changes in which organization are competing with all their capabilities, a big portion of organization's energy is put into the attention given to staff. Relying on their human force inside the organization, today's organization can improve their activities as much as possible, and they can have active participation in different markets. Hence, in line with foster (2001) view, Employees are the backbone of any organization, they are the most valuable asset of the organization and motivating them is very important for maintaining strong bond between the employers and employees. A manager cannot do the job without knowing what motivate people; the building of motivating factors into roles in the organization, the staffing of these roles, and the entire process of leading people must be built on knowledge of motivation. (Koontz and Werhrich, 2006).

According to Shadare (2009), employee motivation is one of the policies of managers to increase effectual job management amongst employees in organization. Thus, Chowdhury (2007) described motivation as an internal strength that drives individuals to pull off personal and organizational goals. Also, motivation is the catalyst that spurs employee's eagerness to work without pressure. It is a psychological process that makes people move willingly toward a goal. To motivate, is to provide employees with a motive to do some task. It is to

cause or provoke somebody to act either positively or negatively. It has been used by effective managers to prompt ordinary people to achieve uncommon result in all field of endeavours (Nwachukwu, 2009). According to Alii (2010), motivation makes an organization more successful because employees are constantly looking for improved practices to do a work, so it is essential for organizations to motivate their employees to boost performance.

Motivation is therefore very important to increase higher performance. Performance is the extent that organizational goals have been achieved. For the organization to achieve this, it has to take stock from time to time to determine the exposure and experience level of staff in order to determine their potentials. To understand motivation, understanding human nature is very important.

Conceptual Clarification

The concept motivation is derived from the Latin word "movere", which means to move (Huber, 2006). The word motivation gets its origin from the root word "motive", meaning the reason we do what we do. Motivation is an action word that influences every aspect of our daily life. Whether in athletics, academics, business, industry, entertainment or any other endeavour, motivation is fundamental in the level of success an individual attains. We are either motivated or not motivated to perform certain tasks. Psychologists assert that motivation activates behaviour and propels an individual toward achieving goals or needs.

Motivation means many things to different people. Their impact on an activity of the individual depends also on his perception of what he considers to be of value to him and invariably influences his action or non-action. Motivation can be described as a set package of incentives monetary or otherwise, reward and punishment systems which determine or influence staff performance and altitude to work. It is a product of human resource management and its impact goes a long way in determining the quality and quantity of production and the level of industrial and labour harmony in the organization.

Motivation describes the process that energizes and stimulates human behaviour toward reaching specific goals. In essence, motivation propels an individual to act and continue until goal or needs are met. Motivation is a psychological force that moves a person into action to attain preset goals or the satisfaction of certain needs (Slavin, 2006). Ormrod (2008) defines motivation as an internal state that arouses us to action, pushes us in particular direction and keeps us engaged in certain activities.

Intrinsic Motivation

Gbadomosi & Adebakin (2010), describe intrinsic motivation as "the motivation that is within the individual. It is internal motivation hence it is not manipulated. It describes the feeling of being re-cognized, praised for a job well-done and participation in whatever we can do. In making assumptions about the nature of man, researchers have discovered that man is a more complex individual than rationed economic, social or self-actualizing man. Not only is he more complex within himself but he is also likely to differ from his neighbors and co-workers in the partner of his own complexity. Some of the assumptions underlying this complexity are: Man is capable of learning new motives through his organizational experience. Man can become productively involved with an organization on the basis of many different kinds of motives. This ultimate satisfaction and effectiveness of the organization depends only in part in the nature of his motivation.

Man is not only complex, but highly variable, he has many motives which are arranged in some sort of hierarchy and importance to him. This change from time depending on his mood and the current situation. Mans motives in different units in the same organization may be different. A person who is alienated in the formal organization may find fulfillment of his social and self-actualization needs in the informal organization.

Extrinsic Motivation

Extrinsic motivation is an external one. It is not within the person. It is therefore manipulatable. In industry, it relates to the work environment, hence it can be influenced or changed. Extrinsic or external motivation concerns such motivation like money, retirement benefits, health insurance and compensation as well as other motivational incentives.

Theoretical Analysis on Employee Motivation and Performance

Some relevant theories were employed in the analysis of this study such as expectancy theory, equity theory and human capital theory. Vroom expectancy theory focused his attention on individual behavior in the workplace. He observed the work behavior of the individual with the object of explaining the process. He assumed that people choose for alternative and they make conclusions based on the choice they think will result to the best individual outcome. This assumption is based on three levels. Expectancy, instrumentally and violence. Lloyd and Merterns (2018) clarified in their study that expectation is the workers' belief that a certain action on their part will result to a specific

result. It is the extent to which a person believes their skill will lead them to achieve their desires, in addition Vroom's see expectancy as 'an action-outcome relationship'. Lloyd and Merterns (2018) cited Lunenburg (2011) described instrumentality as the notion that a given action on their will make to them receive an expected reward. They further added that valence is the extent to which an employee has choice for a given result. Conley (2012) in his work stated that expectancy theory proposes that employees will look for employment in different organizations, if their current employer fails to meet their expectations. Rathakrishnan, Ng and Kok (2016) in their study of turnover intention among private university lecturers in Malaysia using expectancy theory, unveiled that only four factors: reward, satisfaction, freedom on the job, Key Performance Index achievability, and happiness on the work explained turnover intention in other words these are factors that lead to employee resignation. Banerjee (2018) in his study stated that expectancy theory attracts attention to the variables of job motivation and stresses that directors should consider various conditions to enhance the level of encouragement of the workers. This theory has some strengths and weaknesses, Gaffiney (2018) affirmed that a succinct advantage of expectancy theory, where strict application is obtainable, it will make them willingly and happily take part in assigned jobs due to the belief that the company has plans to encourage workers to perform, and get compensated adequately that is commensurate with their efforts. Scholars' attacks on the theory are hinged on the belief that the expectancy model look simplistic and started making adjustments to Vroom's model. Edward Lawler (1971) "claims that the simplicity of expectancy theory is deceptive because it assumes that if an organization makes an offer, which is quite rewarding, enough, workers will obviously tend to increase their efficiency in order to receive such benefit. It is noteworthy, that this only makes sense, to workers, when the award solves their immediate requirement. For instance, an upward review of \$2 in remuneration will be meaningless, if it results to a worker paying more tax with reduced net pay, likewise, a job elevation that confers higher responsibility or status to a worker, but requires more working hours may not be desirable by workers who value pleasure and tend to enjoy weekends."

Equity theory was conceived by John Stacy Adams (1964) Equity theory focuses on what employee receive in comparison with what employee's give either in cash or other forms which they consider as necessary in the work environment. Equity theory holds that every employee is believed to compare the ratio between one's job inputs (such as effort or skill) and what he gets from his employer (good remuneration and progression on the job). Ibinwangi et al

(2016) cited Idemobi (2010) stated that “Equity theory proffers that a worker who sees himself/herself as probably under-rewarded or over-remunerated will experience challenges and that this distress leads to efforts in order to restore fairness within the arrangement”. Equity, therefore, weighs the efforts and benefits gained by each individual. Ibinwangi et al (2016) also cited Armstrong (2009) stated that first mentioned type of equity was concerned with fairness with which people feel they are fairly treated in accordance with others, while the second type of equity deals with the feelings that staff have about the fairness with which the company procedures are being followed. This is exemplified in the human resources policies in relation to job advancement and staff merit rating. There are endemic conditions in organizations that employees weigh to measure inputs in relation to energy expended and period spent on the job and the associated benefits. These include salaries, rewards, and commendations. There must be a balance between input and reward, otherwise demotivation, stagnation and other attitudinal behaviours may set in which may result to dismissal, consequent management or turnover of employees or offsite dismissal by the company. Ibinwangi et al (2016) cited Idemobi (2010) examined equity theory on motivation and work performance in tertiary schools, the findings revealed a significant relationship between worker behavior and job output. The work affirms that better work conditions should be used to encourage workers by offering them good rewards in relation to their work inputs. Chiekezie, Nzewi and Orogbu (2009) in Ibinwangi et al (2016) in their study stated that workers judge the fairness of rewards by weighing either the rewards of what staff elsewhere is getting for same input or to any other effort reward ratio that occurs to them. They further stated that if a staff feels his outcome – input ratio to be fair with the outcome – input ratio of the relevant others, he feels that fairness exists and that justice is endemic, but when he sees that ratio unequal, he feels that he is under – rewarded (feeling of anger arises) or over rewarded (state of guilt). This theory asserts that employees who are improperly remunerated financially may find it difficult in the overall state of equity by convincing themselves that they are well compensated with respect to other outcomes.

Equity theory has some merits, in that it is flexible and appreciably describes the relationship between employer and employee and this will enable both appreciate and weigh their strengths. An employee will be able to measure his imputes into the company in terms of experience, rewards, academic qualification and salaries based on the assumptions of this theory.

In the critique of equity theory, Al-Zawahreh and Al-Madi (2012) affirmed that “equity theory provides anger as a retaliation method against social targets such

as other individuals or the organization as a whole. Al-Zawahreh and Al-Madi (2012) further criticized that the theory did not clarify the construct anger. Also, Al-Zawahreh and Al-Madi (2012), indicated that this is a negative attitude against other individuals and organizations and that equity theory considers only the final distribution of rewards. Al-Zawahreh and Al-Madi (2012) further said that the procedures, which generate that distribution, are not examined and that these procedures are examined in theory called "procedural justice."

Human capital theory was propounded by Theodore Schulz (1902) Jacob Mincer (1922) and Gary Becker (1930) Human Capital Theory emphasizes that education, dexterity and human development are vital for the success of an organization. Marginson (2017) in his article stated that Human capital theory presupposes that socialization influences the marginal productivity of labour and therefore influences remunerations. He further added that the main assumption of human capital theory was that academic orientations influence the marginal productivity of labour which in turn influences earnings. In essence, the value of investment in academic is valued by the quality of earnings of an academically qualified worker. Socialization, jobs, proficiency and pay are seen in linear continuum. When educated scholars acquire the requisite qualification (the portable human capital) needed and engaged by organizations, the educated employees start their earnings in simple language, socialization allow individuals to be financially comfortable, permit career progression and enhance nations 'economic growth. Marimuthu, Arokiasamy and Ismail (2009), affirmed that 'human capital enhancement' in companies enhances invention and greater organizational efficiency. In conclusion of their study, they elucidated that monetary performance is positively affected through the examination of human capitals in the employment. Debrulle and Maes, (2014) in their work stated that understanding, dexterity and abilities are viewed as inestimable asset and therefore considered as an instrument to maintain an organization. Naphat (2017) agreed that with the advent of the knowledge-based economy, business lay heavy emphasis on rare resources and knowledge supply in order to enhance an organization's output and describe the relevance of labour maximization and how an industry can aggregate workers' knowledge, innate ability, and dexterity by investing in educated workforce through recruiting and organizing seminars and trainings to improve workers' ability to work well. The importance of human capital cannot be underestimated; it is the most vital resource in the industrial milieu. The quality of staff in relation to the levels of skills, levels of higher academic qualification are obviously the stock in trade. This is so in that most organization feel that it is necessary to have an educated and professional

workforce that would match the constant changes in technology and to be good competitors amongst their peers. One of the merits of Human capital theory as Naphat (2017) affirmed, was that it has the proclivity of improving workers' effectiveness through accumulated knowledge garnered through conscious trainings programme. Despite the merit of Human Capital Theory and the swansong, it has been brutally attacked by revered scholars. Classical Marxian theorist Gintis and Bowles (1975) who venomously attacked the theory and stated that the theory was greatly deceptive as tool for academic work and policy formulation. In further critique of the theory, Marginson (2017) affirms that this theory presents its core propositions about socialization, learning, efficiency and rewards as vital and adequate truth about education and job, although (in some research outcomes and to some extent) joining these core assumptions at the periphery to caveats and moderating factors.

Motivation and Job Performance in the Work Place

The corporate goal of every organization is to survive. If it can make a profit or create a surplus at the same time, it's even better. But a corporate entity by itself does not make profits, people do. The sum total of all employees' efforts and the efforts of distributors creates the wealth which allows the company to invest in new systems, products and services for its future survival. Almost everyone has the capacity to perform better, whether they produce documents, deliver services or create company policy. Individual one-to-one coaching can help but the most cost effective solution is a group performance improvement programme. The regular use of these programmes can help identify what your current operating standards are, how your organization really functions and what capacity for improvement there might be. Organizations can improve such standards through specific training, better internal communication, regular feedback and appropriate rewards to create incremental benefits at every level in business. Improving performance is the goal of most organizations today (Fisher, 2008).

An internally satisfied, delighted and motivated worker or employee is very productive in an organization thus contributing in efficiency and effectiveness of organization which leads to maximization of profits (Matthew, Grawich, Barber, 2009). Among financial, economic and human resources, the latest are more essential and have the capability to endow a company with competitive edge as compared to others. A motivated employee is responsive of the definite goals and objectives he/she must achieve, therefore he/she directs efforts in that direction.

Employees want to earn a reasonable salary and payment, and employers desire their workers to feel that is what they are getting. Money is the fundamental inducement, no other incentive or motivational technique can come close to it with respect to its influential value. It has the supremacy to magnetize, maintain and motivate individuals towards higher performance.

Frederick Taylor and his scientific management associate described money as the most fundamental factor in motivating the industrial workers to attain greater productivity (Telia, 2007). Research has suggested that reward can cause satisfaction of the employee which directly influences performance of the employee. Rewards hopefully contribute to firm's effectiveness by influencing individual or group behavior. All businesses use pay, promotion, bonuses or other types of rewards to motivate and encourage high level performances of employees (Ali & Kalimullah 2009). To use salaries as a motivator effectively, managers must consider salary structures which should include the importance in which the organization attach to each job payment according to performance, personal or special allowances, fringe benefits, pensions and so on (Telia, 2007). Organizations can consider this option but it should be known that money is an expensive way to incentivize or reward behavioural change. Offering more money may change the speed at which people work but it does not in isolation, solve the problem of lack of focus or inefficient working practices. Nor does it instill long-term loyalty, (Fisher, 2008). Motivation is the power that strengthens behavior, gives route to behavior, and triggers the tendency to continue. This explanation identifies that in order to attain assured targets and increase productivity in sales and profits; individuals must be satisfactorily energetic and be clear about their destinations.

Porter and miles (2011) proved that the motivation boosts expresses and continues conduct. The motivation of an individual envelops all the motives for which he selects to operate in a definite approach. Motivated employees focus their job and work-life with additional importance and this leads to constant progress in coordination and work procedures. Employees execute their finest novelties and thoughts with the sense of belonging, enthusiasm, and delight, in empowered organizations. Adding up, they work with a sense of responsibility and prefer benefits of the organization to theirs (Yazdani, Yaghoubi, Giri, 2011). If an organization wants to improve and be successful, trust plays a significant role so it should always be preserved to ensure an organizations existence and to enhance employees' motivation (Annamalai, 2010). It can make intrapersonal and interpersonal effects and influence on the relations inside and out the organization (Hassan & Halepota, 2010). No matter how automated an organization may be,

high productivity depends on the level of motivation and the effectiveness of the workforce so staff training is an indispensable strategy for motivating workers. One way managers can instigate motivation is to give appropriate information on the sentences of their actions on others (Telia, 2007).

Conclusion and Recommendations

It is evident that many factors influence employee performance in organization. From monetary incentive, to job security, safety, and welfare of employees. There is no doubt that when employees are motivated they will work with a strong sense of commitment and increased their performance level. Therefore management should identify the type of incentive scheme that is most motivating to employees, the incentive must be feasible for the organization to implement.

Based on the foregoing discussion, the following recommendations were made:

1. Programmatic efforts should be made by management to enhance job capabilities through salary increase, job security, safety, overtime allowance and other motivational variables to improve working conditions of the employees in order to increase performance.
2. Employee attitude to work can be further improved when management action, policies and decision were seen to be fair, consistent and progressive.
3. Management should find out what make workers to be satisfied in order to earn their commitment.
4. Management should identify the types of incentive scheme that is most motivating to employees. The incentive must be feasible for the organization to implement.

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