

Effective Motivation: Its Strategic Impact on Employee's Job Performances, Job Satisfaction and Sustained Career Path

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Abstract

This research looks at the possibilities that effective worker's motivation can bring about increased job performances, job satisfaction and sustained career path. Work place motivation is a condition which influences the arousal, direction, and maintenance of employee's behaviour and attitude that is relevant to work setting. It is the process of creating organisational conditions which will impel employees to strive to attain company's goals. The motivational tools used by organisations in form of training, equitable salary structure, promotion, recognition, etc. will invariably increase the quality of people with the right skills, attitude and capabilities, competencies, etc. in order to reach individuals and organisational goals effectively. Over the years, employees and result-oriented organisations have discovered the usefulness of motivation and its attendant contributions to organisation's maximum utilisation of productivity system. The efficiency and effectiveness of worker's actual motivation will determine the level of its effectiveness and job efficiency. However, the findings from sampled organisations over the years revealed that working conditions and lack of workable resources affect the HR job performances. In spite of many studies carried out by scholars and practitioners in the area of motivation over the years, much still need to be done about motivation processes and factors affecting it. This paper is builds on previous theoretical and empirical studies to determine the extent to which contextual factors and motivation impacts on job performances, job satisfaction and sustained career path. The author concludes that sound motivation practices aids and or enhance human resources' job performance, job satisfaction and sustained career path, and a considerable and competitive edge on the overall business performance.

Keywords: Effective Motivation, Employee, Job Performance, Job Satisfaction, Sustained Career Path.

Introduction

"The fundamental task of management is to make people capable of joint performance through common goals, common values, the right structure, the training and development they need to perform and to respond to change".

Peter F. Drucker

The 21st century organisations are concerned with what should be done to achieve high levels of performance through people. This means paying closer attention to how human resources can best be motivated through such means as incentives, rewards, training, leadership, and importantly, the work they do and the organisation context within which they carry out the work.....the essence is to develop motivation processes and a work

environment that will help ensure that human resources deliver results in accordance with management's expectations.

In today's business environment, human resources (HR) are becoming the competitive advantage for business organisations. A business organisation may manage with mediocre employees (HR) but competent employees can propel an average business to greater heights, likewise, bad or ill-equipped employees can cause flourishing business empires to collapse. The worsening labour market today and the information era shows that keeping good employees and developing their loyalties become increasingly important and a continuing challenge. Nowadays, it is quite challenging to get the right kind of people for the jobs.

Motivation means so many things to different people and institutions; its impact on the individual also depends on his perception of what he considers to be of value to him and invariably influences his action or non-action. Motivation according to Michal, J. Jucius is the act of stimulating someone or oneself to get a desired course of action or to push the right bottom to get a desired reaction". Motivation is a process of inducing, inspiring and energising people to work willingly with zeal, initiative, confidence, satisfaction and an integrated manner to achieve desired goals. It is a moral boosting activity.

Motivation is described as a set of incentives, monetary or otherwise, reward and punishment systems which determine or influence staff performance and attitude to work. The level of human resources' functions as regards to motivation and its impact goes on a long way in determining the quality and quantity of production and the level of industrial and labour harmony or disharmony in the organisation.

Motivation is very important for the managers and officers to know and understand why people behave differently at workplaces and how to manipulate their behaviour so that they can exert their best efforts to achieve organisational goals. It is the aim of managers at every stratum of life to have employees motivated so that work can progress at desired rate, pace and time. If employees feel that their inputs such as efforts, commitment, loyalty, trust, and enthusiasm to the organisation are fairly and adequately rewarded by outputs such as financial and non-financial benefits or incentives they remain motivated and continue to provide inputs towards higher productivity. Employees get de-motivated due to the perceived absence of such equity (Ahmad, Mukaddes, Rashed, & Samad, 2010).

In effect, motivation has three aspects;

- A driving state within the organism that is set in motivation by bodily needs, environmental stimuli, or mental events such as thought and memories;
- The behaviour aroused and directed by this state, and
- The goal towards which the behaviour is directed.

Motives thus arouse behaviour and direct it towards an appropriate goal. A motive according to Arnold et al (1991) is the reason for doing something. Motivation is concerned with the factors that influence people to behave in certain ways.

In this paradigm, therefore, it is a phenomenon that amongst the most visible indicators of organisational growth and development is to improved worker's performance in all its economic activities. This, however, can be measured through improved financial performance, such as profitability and non-financial performance indicators like employee's positive attitude to work (Huczynski and Buchanan, 2010). The desired performance and level of productivity expected of any organisation however, may not be achieved when the human element (employees) that serves as the main thrust of the organisation's various operations and resources are not satisfied. This brings to bear the total package of a firm's motivation and reward systems (Huczynski and Buchanan 2010). This also underlies major concerns and areas of studies under the process theories of motivation contributed by scholars of different backgrounds such as Locke and Latham (2004).

Albeit, the author discovers that proper motivation is still at a somewhat resolute stage in our society, probably due to poor economic policies witnessed in recent times. Worker's motivation-despite several debates and seminars over the years has not being given proper attention. This author concludes that, in order to ensure that employees' motivation are made to enhance job performance, job satisfaction, and sustained career, management should adapt to a clear and proper standard, choose employees while creating enabling environment to motivate workers and to get the best from them.

Motivation defined

The term motivation derives from the Latin word, "*movere*", meaning "to move", and in the present context, motivation has been technically defined differently and its meanings have been broad beyond its dictionary context. Motivation can be defined as the process that accounts for an individual's totality of effort toward attaining a goal. It is a process in which people choose between alternative forms of behaviour in order to achieve personal goals.....such a definition excludes the operation of instinctive or reflex behaviour and focuses on individual choices. Exercising choice, however, is not just a rational process but one which is considerably affected by the emotions and deeply held values of the individual. Motivation according to Stanley Vance represents an unsatisfied need which creates a state of tension or disequilibrium causing the individual to march in a goal-directed pattern towards restoring a state of equilibrium by satisfying the need." Motivation can also be described as a set of incentives, monetary or otherwise, reward and punishment systems which determine or influence staff's performance and attitude to work. The level of human resources' functions as regards to motivation and its impact goes a long way in determining the quality and quantity of production and the level of industrial and labour harmony or disharmony in the organisation.

Motivation can be defined as the forces acting on or within a person that cause the arousal, direction, and persistence of goal-directed, voluntary effort. Work Motivation has been defined as "conditions which influences the arousal, direction, and maintenance of our

behaviours relevant to work setting". The issue of motivation as a field of study received considerable attention in the recent years due to its vast contribution to life.

Nwachukwu C. C. (2009, PP 186) sees motivation as "that energising force that induce or compels and maintain behaviours". According to him, "human behaviour is motivated; it is goal directed." It is not easy to motivate an individual for the success of any motivational effort depends on the extent to which the motivator meets the needs of the individual employees for whom it is intended. Nwachukwu further identified three basic characteristics of motivated behaviour, which are as follows:

- It results from a felt need: an urge directed towards a need.
- It sustained: it is maintained for a long time until satisfied.
- It is goal-oriented: it sees to achieve an objective.

To consider the above, it is necessary to bring to bear that motivation is the only influence in work places on a person's performance level. Also involve are the individual's abilities and understanding of what behaviours are necessary to achieve high performance-motivation, abilities and role perception are all inter-related. A neglect of one factor discourages or inhibits high performance. The performance level is likely to be low even if the other factor encourages performance.

Motivation is concerned with the strength and direction of behaviour and the factors that influence people to behave in certain ways. The term 'motivation' can refer variously to the goal's individuals have; the ways in which individuals chose their goals and the ways in which others try to change their behaviour. Motivating other people is about getting them to move in the direction you want them to go in order to achieve a result. Motivating yourself is about setting the direction independently and then taking a course of action that will ensure that you get there. Motivation can be described as goal-directed behaviour.....people are motivated when they expect that a course of action is likely to lead to the attainment of a goal and a valued reward – one that satisfies their needs and wants. Well-motivated people engage in discretionary behaviour and in the majority of roles, there is scope for individuals to decide how much effort to exert. Such people may be self-motivated, and as long as this means they are going in the right direction to attain what they are there to achieve, then this is the best form of motivation. The goals sought by individuals can be relatively tangible such as monetary reward or promotion, or intangible such as self-esteem or job satisfaction, or build a formidable career path, etc. The rewards available to an individual are generally classified under two headings-intrinsic and extrinsic rewards. The intrinsic rewards are those that are derived from the individual's own experience while extrinsic rewards are those conferred on a person from outside (for example, mentors). An intrinsic reward would be a pay rise or a promotion, while motivation as such is essentially a personal experience, managers or leaders in particular are keen to find reliable links between individual motivation and effective performance.

Types of motivation

According to Armstrong M. (2011), motivation takes place in two ways-first, people can motivate themselves by seeking, finding, and carrying out work that satisfies their needs or at least leads them to expect that goals will be achieved. Secondly, management can motivate people through such methods as pay, promotion, praise, etc.

Researchers who have struggled with questions on what motivates human resources generally recognise two major types of motivation: intrinsic and extrinsic. Intrinsic motivation is the desire to do or achieve something because one truly wants to, and takes pleasure or sees value in doing so. Extrinsic motivation is the desire to do or achieve something not for the enjoyment of the thing itself, but because doing so leads to a certain result (Pintrich, 2003). Some however refer to this divide as the difference between true motivation and "engagement" or simply holding one's attention. Others see not a divide but a spectrum; any action could be motivated by a combination of intrinsic and extrinsic factors (Rigby et al., 1992; Murray, 2011).

As evidenced in so many papers, it is often difficult if not impossible to categorise motivation as purely intrinsic or extrinsic. How can we determine if an employee truly wanted to achieve something if that person simply went through the motions to gain the promised reward, or if it was a mixture of both? Or maybe the employee was drawn in by the extrinsic reward, but while going through the motions to earn it, began to see its intrinsic value. Although complex, this concept of intrinsic versus extrinsic motivation creates important questions for the designers of motivation programmes.

- **Intrinsic Motivation:** They describe intrinsic motivate as "the motivation that is within the individual. It is internal motivation hence; it is not manipulated. It describes the feeling of being recognised, praised for a job well-done and participation in whatever we can do (Gbadamosi & Adebakin)". Intrinsic motivation can be enhanced by job or role design. According to an early writer on the significance of the motivational impact on job design (Katz, 1964), 'the job itself must provide sufficient variety, sufficient complexity, sufficient challenge and sufficient skill to engage the abilities of the worker.' In their job characteristics model, Hackman and Oldham (1974) emphasized the importance of the core job dimensions as motivators-namely skill variety, task identity, task significance, autonomy and feedback.

- **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. Extrinsic motivators can have an immediate and powerful effect but will not necessarily last long. The intrinsic motivators, which are concerned with the 'quality of working life' (a phrase and movement that emerged from this concept), are likely to have a deeper and long-term effect because they are inherent in individuals and their work and not imposed from outside in such forms as incentive pay.

Importance of motivation on employee's job performance, job satisfaction and career path

Motivation is a term that has been used frequently in many contexts. In my own point of view, motivation is the inner driving force that initiates a person's actions. It refers to the willingness to exert high level of efforts and ability to satisfy someone individual needs. Accordingly, "motivation is an internal psychological process"; it means the motive power that makes people behave the way they do. In this paradigm therefore, we could understand that an employee is motivated when efforts are made to satisfy his personal goal. The level of impact on motivation felt by an organisation depends on how the employees are being motivated, and this implies when there is fitness between the job characteristics and employee personality and expressed in the amount of congruence between one's expectation on the job or reward that job provides". Job performance is that which is received from their employment and it is largely dependent upon the extent to which the job and everything associated with it meet their needs and want.

Ordinarily, wants are the conscious desires for things and, or conditions that an individual will provide performance. Another factor that leads to performance is the sense of accomplishment on the part of the employee.

In the same vein, those factors giving rise to job performance were called hygiene factors. Hygiene factor is the maintenance on employee; they do not know if a person is healthy rather, they prevent unhealthiness when an organisation meets. The hygiene needs of employee's dissatisfaction with performance would be eliminated but he would not be motivated to work harder. Also, Herzberg motivational factors are job-centred, that is to say, it relates directly to job itself, the individual performance, job responsibilities, and growth and recognition obtained from it. According to Donnelly (1995: 312), Nwafor S. (2017), "maintenance factors are peripheral to the job itself and more related to external environment of work", which also clarified another important finding of the study when employees are highly motivated, they will have a high tolerance of dissatisfaction arising from maintenance factors.

The distinction between motivation and maintenance factors is similar to what psychologist have describe as intrinsic and extrinsic motivation. Intrinsic motivators are part of the job such as self-regulation, pride and increased self-worth that occur by performing a job. Extrinsic motivators are external rewards such as pay, promotion and time-off that are given by a manager to motivate employees. In effect, pay-off course is a good example of what Herzberg classified as a maintenance factor and what some psychologists called extrinsic motivator in that he will be satisfied when he attains his goal. Therefore, the increase in his production becomes an instrument to the achievement of a job performance.

Behavioural scientists believe that satisfaction lead to performance; that he will be satisfied when he attains his goals. Therefore, the increase in his production becomes an instrument of performance. They also stress that satisfaction leads to improvement in performance

and dissatisfaction detracts from performance. Employees on their part view their rewards equitable when their inputs in the organisation and their outputs compare to the inputs of their output are equitable and this will result in satisfaction but when the employee realised where equity exists, there will be reduction in effort. According to Schevman et al (1988: 310) "dissatisfaction may result in absenteeism, lateness to work, and behaviour that are detrimental to the organisation". In a nutshell, it is generally accepted that rewards play very essential role in maximising result; they are closely related with performance. Job satisfaction on the other hand, is a positive feeling an individual has towards his or her job (Daft, 2003). An employee who is satisfied feels fulfilled doing the job. It is an inherent feeling that one's talents are being fully utilised and that one's contribution is impacting the society while at the same time, personal growth-needs are being met. Job satisfaction has also been defined by Mullins (2005) as being 'more of an attitude, an internal state'. It could, for example, be associated with a personal feeling of achievement-either quantitative or qualitative. Mullins further stated that concept of job satisfaction is regarded as complex and multifaceted (Mullins, 2005). The concepts, motivation, job satisfaction, and employee's job performance can be integrated.

Employee's wants

Edwin B. Flippo (1983) gave the following ten wants that employees need while trying to perform their task, and jobs effectively, viz:

- **Pay:** this want helps in satisfying physiological, security, and egoistic needs. As human resources practitioners, the design of monetary compensation system is exceedingly complex since it serves to satisfy multiple needs and cannot alone motivate the person.
- **Security of job:** because of threats from modern technological changes, this want is high on the list of priorities for many employees and labour unions. The underlying need of general security is also high on the list of priorities in the suggested need hierarchy of Abraham Maslow.
- **Congenial associates:** this want issues from the social need of gregariousness and acceptance. Management can aid the process by carefully planned and executed induction programmes, provision of means to socialise through rest period and recreational programmes, and promoting the formation of work teams through proper work station, layouts and human-related work procedures.
- **Credit for work done:** this want issues from the egoistic classification of needs and can be supplied by management through verbal praise of excellent work, monetary rewards for suggestions, and public recognition through awards, releases in employee newspapers, etc.
- **A meaningful job:** this want issues from both the need for recognition and the drive toward self-realisation and achievement. This is a very difficult want to supply, particularly in large organisations having minute division of work and mechanically paced assembly lines. Research into the possibilities of job enrichment shows the possibility of integrating

the need of employees for significant work and the need of the organisation for productive and coordinated activity.

- **Opportunity to advance:** not all employees want to advance. Though, this may sound logical, but note that some employees feel the social needs more strongly than the egoistic ones. However, most employees like to know that the opportunity is there, should they desire to use it, and this feeling is influenced by a cultural/tradition of freedom and opportunity.

- **Comfortable, safe and attractive working conditions:** the want or desire for good working conditions also rests upon multiple needs-safe working conditions issued from the security need. The specific attributes such as desks and rugs, constitute symbols of status denoting a hierarchy of importance. Many managements or top leadership echelon of an organisations have discovered that the allocation of such status symbols can be quite as difficult as the allocation of money.

- **Competent and fair leadership:** the want of good leadership can be issue from physiological and security needs. Good leadership helps to assure that the organisation and its jobs will continue to exist. In addition, the ego demands that one respect persons from whom orders and directions are to be received. It is very frustrating to be subjected personally to a command from an individual who is deemed unworthy and incompetent.

- **Reasonable orders and directions:** the order is the official communication or organisation requirements. In general, it should be related to the requirements of the situation; capable of being executed but not unnecessarily detailed, clear and concise, and given in a manner that stimulates acceptance. Unreasonable orders incapable of accomplishment serve only to increase insecurity and frustration. Unreasonable orders that work contrary to the best interests of the organisation may lead to a form of malicious obedience; the employee takes great delight in following them to the letter in hopes of harming the superior who merits little respect.

- **A socially relevant organisation:** as noted earlier, the trend toward greater social expectations of private organisations has impact upon such an organisation employee's expectations. This want, however, issues from human needs of self-esteem and levies a highly challenging responsibility upon the management.

According to G. A. Cole (2011), motivation can be described as behaviour caused by some stimulus but directed towards a desired outcome as depicted below;



Figure 1. The Researcher's construct

In this model, the stimulus could be a need, drive or incentive of some kind. For example, the need for food; appropriate behaviour would be to pull into an eatery or go anywhere

else. The goal or desired outcome would be at the very least the relief of hunger pangs and, at best, the enjoyment of a satisfying meal.

In the same token, however, theories that focus on the stimulus, that is, on what specifically causes motivation have been called content theories. Exponents include such well-known names as Abraham Maslow, Herzberg and Douglas McGregor. Theories that focus on the behaviour have been called process theories. Exponents of this approach include Skinner and Vroom. Effective performance at work does not just depend on motivation alone, several other factors such as individual knowledge and skills, the nature of the task, the management style adopted, and the organisation climate play important role in the achievement of the organisation's goals and objectives. While general motivation is concerned with effort towards a goal, and one could narrow the focus of the organisation's goals to expose singular interest and work related behaviour (Robbins, 2001). Motivation is also seen as a psychological process that causes direction and persistence of voluntary actions towards goal achievement. According to Luthans (1998), motivation represents the process that arouses, energises, directs, and sustains behaviour and performance. That is, it is the process where leaders or managers in business organisations or government institutions stimulate people (human resources) to action and to achieve a desired task.

On the other hand, productivity as a related concept is all about total value or volume of output in work situation, while production refers to the volume, value or quantity of goods and services produced in a given period by employees, productivity shows the efficiency of production. Meanwhile, it can be said that a person is motivated when he wants to do something. Motivation is therefore, a tool which managers can use to bring out positive results or outcomes from the employees in their organisations. If managers know what drives the people working for the organisation, they can set job assignments and rewards according to what stimulate the workforce to bring out the best performance such as improved productivity in them. Moreover, organisations-both private and public would need to maximise the use of their employees' skills and energy to the utmost in order to be successful or even to be more successful than their competitors. Similarly, motivation in relation to productivity assists the management of organisations to engage in staff welfare development, which in turn contributes to an improved productivity (Huczynski and Buchanan, 2010).

Motivation theories

Motivation is a basic psychological process. It is the willingness to put forth efforts in the pursuit of organisational objectives. However, various theories have been associated with motivation - need theory, expectancy theory, reinforcement theory, equity theory, etc. Maslow theory states that individuals have a hierarchy of needs-from the most basic needs to the highest level of self- actualisation. Alderfer refined the Maslow's theory into three need categories: Existence, Relatedness and Growth. This theory is known as ERG theory. McClelland and his associates focused on needs similar to the higher order needs set by

Maslow. McClelland identified the three motives: Need for Power, Need for Achievement and the Need for Affiliation. Among these, the need for power tops the other needs. Herzberg at el viewed motivation under two sets of factors-job context factors and job content factors in the context of job environment. Herzberg model is useful as an explanation for job satisfaction.

The management of any business organisation should have a proper understanding of some philosophies of human nature such as McGregor's Theory X and Theory Y, which exemplifies the positive and negative assumptions about human nature. Argyris' Immaturity- maturity Theory says that people in work organisations will have a tendency to grow from an infant to a matured state. What is required is that the organisation should be flexible enough to adjust the growth, which is beneficial both to the workers and the organisation.

The expectancy model of Vroom and the extensions and refinements provided by Porter and Lawler help explain the important cognitive variables and how they relate to one another in the complex process of work motivation. Added to this, Porter and Lawler's model explains the relationship of various variables in between efforts and satisfaction. In reinforcement theory, human behaviour is explained in terms of the previous positive or negative outcomes of that behaviour. Equity theory assumes that people assess their performance and attitudes by comparing their contribution to work and the benefits they derive from it to those of a comparable other. At the same time, the social learning theory as developed by Bandura (1977) combines aspects of both behavioural and expectancy theory. It recognises the significance of the basic behavioural concept of reinforcement as a determinant of future behaviour but also emphasizes the importance of internal psychological factors especially expectancies about the value of goals and the individual's ability to reach them.

Abraham H. Maslow is the pioneer who developed the theory of motivation. All subsequent theories on motivation have been developed based on his need hierarchy theory. In spite of various limitations argued against it, this theory still holds good as it work with aspirations of human needs.

Summary and conclusion

Motivating people is about getting them to move in the direction you want them to go to achieve results. Motivating yourself is about setting the direction independently and then taking a course of action that will ensure that you get there, and can best be described as goal-directed behaviour. People are motivated when they expect that a course of action is likely to lead to the attainment of a goal and a valued reward—one that satisfies their needs and wants.

From findings build over the years as a training consultant, it is pertinent to note that well-motivated people engage in discretionary behaviour.....in the majority of roles, there is scope for individuals to decide how much effort to exert-such people may be self-motivated

and as long as this means they are going in the right direction to attain what they are there to achieve, then, this is the best form of motivation. Most of us, however, need to be motivated to a greater or lesser degree.

Motivation, according to Heinz Welhrich at el (2015) is a general term applying to the entire class of drives, desires, needs, wishes, and similar forces. If managers motivate their subordinates accordingly, they will do things, which they hope will satisfy these drives and desires, and induce the subordinates to act in a desired manner.

The aim of Motivation strategies is to create a good working environment and to develop policy and practices that will provide for higher levels of performance from employees....they include the development of total reward systems and performance management processes, the design of intrinsically motivating jobs and leadership development programmes, etc. From the foregoing, therefore, it can be said that the total package of motivation (compensation) of an organisation can have powerful, and or significant effect on outcomes such as the overall business performance and the level of productivity resulting from the individual and the team's efforts underlying the organisational performance (Huczynski and Buchanan, 2010).

It is obvious in this competitive business community to note that motivation is very important for managers and officers to know and understand why people behave differently at workplaces and how to manipulate their behaviour so that they exert their best efforts to achieve organisational goals. It is the aim of managers at every stratum of life to have employees motivated so that work can progress at desired rate, pace and time. If employees feel that their inputs such as efforts, commitment, loyalty, trust, and enthusiasm to the organisation are fairly and adequately rewarded by outputs such as financial and non-financial benefits or incentives, they remain motivated and continue to provide inputs towards higher productivity.

In spite of these limitations Maslow has been commended to be the first to attempt to make a comprehensive list of these human needs. His thinking has influenced and continued to influence management discussions with respect to job design, pay and reward structures. This is also evident in Huczynski and Buchanan's (1991) statement that 'many subsequent management fashions such as job enrichment, TQM, business process re-engineering, self-managing teams, the 'new leadership' and employee empowerment incorporated Maslow's ideas in the search for practical motivational methods

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