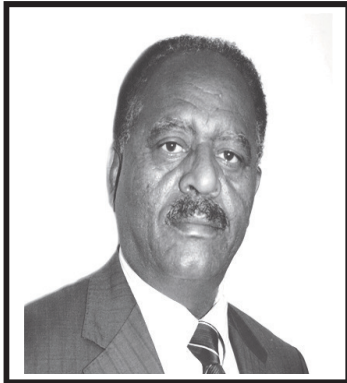


# Motivation: Meaning, Characteristics, Theories, & Practices

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## INTRODUCTION

One of the crucial factors in attaining success in an organization is its ability to motivate the employees involved in various operations, for employees' commitment to work is vitally important for the achievement of any organization. There are few managers and supervisors who over the last decades have not bemoaned the fact that their staff no longer seem to be motivated as they used to be. Certainly, the threat of dismissal, once so powerful a weapon, has lost much of its potency. Conversely, the payment of increased salaries seems to have only a limited and short term beneficial impact. In their bewilderment, managers seem to be turned more and more to the band of psychologists who preach that improving working conditions, raising salaries or shuffling tasks, will never bring about the required motivation, but such aspects as achievement, recognition or responsibility will.

Motivation is indispensably important in any job if people are to give their best to it. Assuming that employees are given opportunity for good performance and have the necessary skills,

nevertheless, their effectiveness in a great magnitude depends on their motivation. People are undoubtedly the most critical resource and no matter what the degree of sophistication we pour into our technology, we still depend on the "human factor". Thus, managers are required to give due attention to the motivation of their work force so that they can bring about the desired results in their organizations.

It is the job of work group/team leaders or managers to motivate their teams. It is they who are best placed to create the correct environment in which people will 'grow' and give off their best to their work. Though it is essential to recognize that certain factors are often outside their span of control or influence, e.g. pay, status, terms and conditions of employment, etc., practical experience has shown that they can provide recognition, responsibility and work which is challenging, all of these have proved to be among the greatest motivating factors.

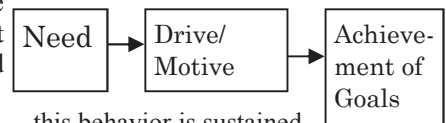
## MEANING OF MOTIVATION

The word motivation comes from the Latin word movere, which means to move. Motivation is enforcing an inspiration process which impels the members of the team, to pull their weight effectively to give their loyalty to the group, to carry out properly the tasks that they have accepted and generally to play an effective part in the job that the group has undertaken. It is the process of indoctrinating employees with unity of purpose and the need to maintain harmonious relationship among people.

Motivation comprises the following three common

characteristics:

- A. It is concerned with what activates human behavior.
- B. It is also concerned with what directs this behavior toward a particular goal.
- C. The third characteristic is that motivation is concerned with how



this behavior is sustained.

Motivation is usually analyzed using the following causative sequence:

In motivation, needs produce motives, which lead to accomplishment of goals.

**Needs:** are usually caused by deficiencies which can be either physical or psychological. For example, a physical need may arise when an individual goes without sleep for 48 hours; a psychological need on the other hand may appear when an individual is left without friends or companions.

**Motive:** is an inner force within an individual that drives him toward goal oriented action. It activates or motivates a person to act or behave in a certain manner. For example, lack of sleep (the need) activates physical changes to take place in the individual.

## THEORIES OF MOTIVATION

The process of motivation usually follows a decision-making and/ or problem solving approach. The following are the common steps followed in the motivation process:

- i. Identification of the basic necessity for motivation
- ii. Identification of possible methods of motivation
- iii. Selection of the best motivating tool
- iv. Making follow-up and evaluate the result(s)

Several theories and models have been developed to explain what factors prompt an individual to work. Some experts assume a direct relationship between effort and reward. They are of the view that every individual seeks to maximize his/her self interest. S/he is primarily motivated by economic incentives. Other experts refute this assumption of economic person. They believe that an individual is motivated by social needs like love, affection, sense of belongingness, etc. Some experts

visualize self actualization model under which job satisfaction and feeling of achievement are considered to be motivating factors.

The commonly known theories of motivation are broadly classified into three categories:

- i. Theories based on human needs (Theories of Maslow, Herzberg and McClelland).
- ii. Theories based on human nature (Theories of McGregor, Urwick and Argyris).
- iii. Theories based on expectancy of human beings (Theories of Vroom and Porter and Lawler).

These theories are discussed, in brief, next.

**Maslow's Hierarchy of Needs**

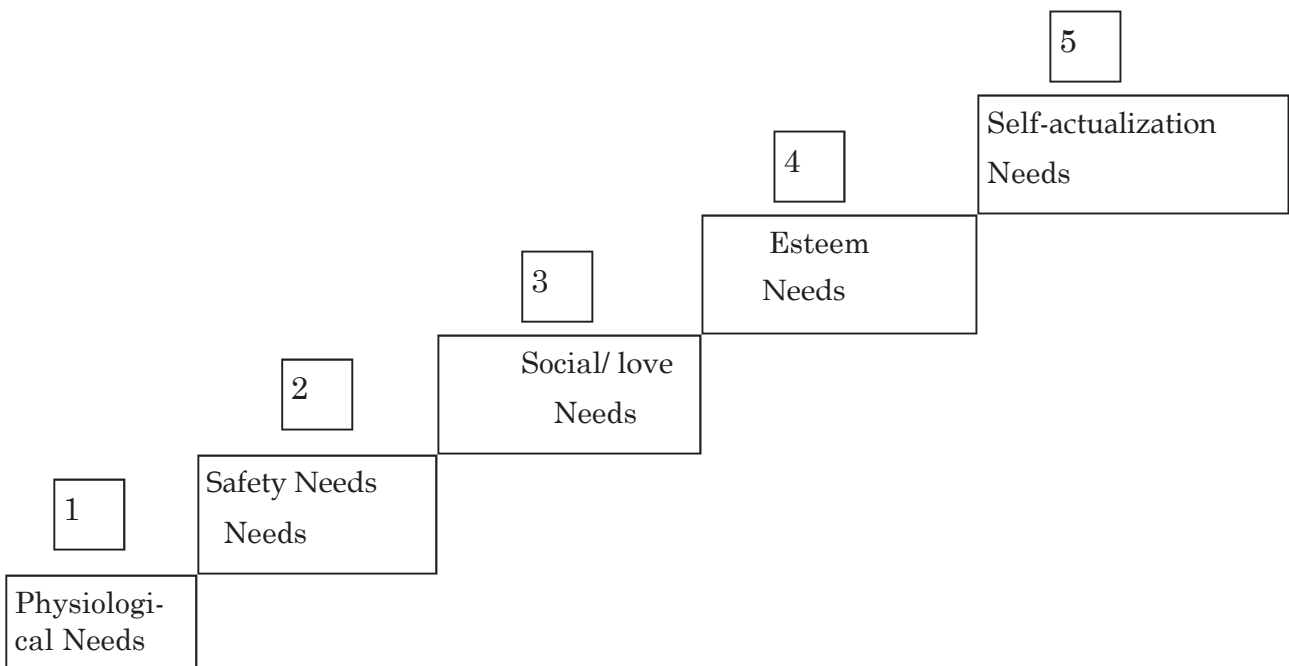
Maslow tried to provide an

explanation about motivation by classifying human needs in hierarchy and the theory of human motivation that links these needs to general behavior.

The basic concepts of Maslow's motivation theory include the following:

- **Needs form hierarchy:** Lower level needs must at least be partly satisfied before higher level needs emerge.
- **Higher level needs can be satisfied in many more ways than can be lower level needs.**
- **A satisfied need is not a motivator:** If lower level need is satisfied a higher level need emerges.
- **People seek growth:** People want to move up the hierarchy of needs.

Maslow's hierarchy of needs can be demonstrated as follows:



**Brief explanation of these Hierarchically arranged Needs is given below:**

1. **Physiological needs:** They are biological needs required to preserve human life, e.g. food, water, clothing air, rest, shelter etc. These are the most primary and basic needs and must be satisfied before all other needs.
2. **Safety needs:** They include protection from physiological dangers (fire, accident), job or economic security (benefits, health, insurance), smooth working atmosphere, etc. These needs imply the need for self-preservation and economic independence. An organization can satisfy these needs through pension plan, guarantee of job, medical scheme, insurance plan, etc.
3. **Social / love needs:** People want to belong, to associate, to gain acceptance from associates, to give and receive friendship and affection. Since a human being is a social animal s/he wants association, belongingness, friendship, love and affection. People form informal groups to seek meaningful associations and companionship.
4. **Esteem or ego needs:** These include, among others, self-confidence, achievement, self-respect, independence, power, prestige, achievement, praise and status.
5. **Self-actualization needs** – These include the needs for realizing one's potentialities for continued self-development, for being creative in the broadest sense of the term.

Self-fulfilling people are rare individuals who are close to living up to their full potential with high

achievement. Self-actualization is thus the desire to become what one is capable of becoming somebody at the peak of the long awaited achievement. A musician must make music, a poet must compose poems, a general must win battles, an artist must paint, a teacher must teach. What an individual can be, s/he must be. Self actualization involves self fulfillment or achieving what one considers to be his/her mission in life. It urges an individual to realize his/her full potential for continued self development and for being creative in the broadest sense of the word.

Maslow pointed out that the first three categories (physiological, safety and social needs) are lower level needs. The remaining two (ego and self-actualization needs) are higher order needs. They arise in certain order of preference and not randomly. Safety needs do not dominate behavior until physiological needs are satisfied and so on. He says that "needs have a definite sequence of priority. If one need is satisfied, another takes over its place, since a human being is a "wanting animal". According to this theory once a need is satisfied it ceases to be a motivating factor.

**Critical Evaluation of the Theory**

Maslow's motivation is not free from criticism. The criticisms given by different social scientists include the following:

The needs may or may not follow a definite hierarchical order. So to say, there may be overlapping in need hierarchy. For example, even if safety need is not satisfied, the social need may emerge. The need priority model may not apply at all times in all places.

Researchers show that human being's behavior at any time is mostly guided by multiplicity of behavior. Hence, Maslow's proposition that one need is satisfied at one time is also doubtful in validity.

In case of some people, the level of motivation may be permanently lower. For example, a person suffering from chronic unemployment may remain satisfied for the rest of his/her life if only s/he can get enough food.

Notwithstanding, Maslow's need hierarchy theory has received wide recognition, particularly among practicing managers. This can be attributed to the theory's intuitive logic and easy to understand. One researcher came to the conclusion that theories are intuitively strong & die hard.

**Herzberg's Motivation Hygiene Theory**

The Psychologist Frederick Herzberg extended the work of Maslow and proposed a new motivation theory popularly known as Herzberg's motivation hygiene (Two factor) theory. Herzberg conducted widely reported motivational study on 200 accountants and engineers employed by different firms. He asked these people to describe two important incidents at their jobs:

- i. When did you feel particularly good about your job?
- ii. When did you feel exceptionally bad about your job?

He used the critical incident method of obtaining data. The responses when analyzed were found quite interesting and fairly consistent. The replies respondents gave when they

felt good about their jobs were significantly different from the replies given when they felt bad. Reported good feelings were generally associated with job satisfaction whereas bad feelings with job dissatisfaction. Herzberg labeled the job satisfiers – motivators, and he called job dissatisfiers – hygiene or maintenance factors. Taken together, the motivators and hygiene factors have become known as ‘Herzberg’s two factor theory of motivation’.

According to Herzberg, the opposite of satisfaction is not dissatisfaction. The underlying reason, he says, is that removal of dissatisfying characteristics from a job does not necessarily make the job satisfying. He believes in the existence of a dual continuum. The opposite of ‘satisfaction’ is ‘no satisfaction’ and the opposite of ‘dissatisfaction’ is ‘no dissatisfaction’.

According to Herzberg’s motivation theory, today’s motivators are tomorrow’s hygiene because the latter stop influencing the behavior of persons when they get them. Accordingly, one’s hygiene may be the motivator of another. However, Herzberg’s model is labeled with the following criticism:

- i. People generally tend to take credit themselves when things go well. They blame failure on the external environment.

- ii. The theory basically explains job satisfaction not motivation.
- iii. Even job satisfaction is not measured on an overall basis. It is not unlikely that a person may dislike part of his/her job, still thinks the job is acceptable.
- iv. This theory neglects situational variables to motivate an individual.

Regardless of criticisms, Herzberg’s two factors motivation theory has been widely read. The main use of his recommendations lies in planning and controlling employees’ work.

### McClelland's Need Theory

Another well known need based theory of motivation, as opposed to hierarchy of needs or satisfaction-dissatisfaction, is the theory developed by McClelland and his associates. McClelland’s need theory is closely associated with learning theory, because he believed that needs are learned or acquired by the kinds of events people experienced in their environment and culture. He found that people who acquire a particular need behave differently from those who do not have. His theory focuses on Murray’s three needs: **Achievement, Power and Affiliation.**

#### 1. Need for Achievement:

This is the drive to excel, to achieve in relation to a set of standards, and to strive to succeed. In other words, need for

achievement is a behavior directed towards competition with a standard of excellence. McClelland found that people with a high need for achievement perform better than those with a moderate or low need for achievement, and noted regional/national differences in achievement motivation. Through his research, McClelland identified the following three characteristics of high-need achievers:

High-need achievers have a strong desire to assume personal responsibility for performing a task or find a solution to a problem.

High-need achievers tend to set moderately difficult goals and take calculated risks.

High-need achievers have a strong desire for performance feedback.

**2. Need for Power:** The need for power is concerned with making an impact on others, the desire to influence others, the urge to change people who like to be in control of people and events. This results in ultimate satisfaction to people. People who have a high need for power are characterized by:

- a desire to influence and direct somebody else;
- a desire to exercise control over somebody else; and
- a concern for maintaining leader-follower relations.

**3. Need for Affiliation:** The need for affiliation is defined as a desire to establish and maintain friendly and warm relations with other people. The need for affiliation, in many ways, is similar to Maslow's social needs. The people with high need for affiliation have the following characteristics:

- i. They have a strong desire for acceptance and approval from others.
- ii. They tend to conform to the wishes of those people whose friendship and companionship they value.
- iii. They value the feelings of others.

### McGregor's Participation Theory (Theory X and Theory Y)

Douglas McGregor of the USA has developed a theory of motivation. He has formulated two sets of assumptions regarding human behavior, which are known as theory 'X' and theory 'Y'. These theories are briefly discussed below:

**Theory X:** McGregor has described the first set of assumptions 'Theory X', the traditional theory. It represents a conventional approach to motivation and makes negative assumptions about people. Theory 'X' is based on the following assumptions about human behavior:

1. People are by nature indolent; that is why they like to work as little as possible.
2. People lack ambition, dislike responsibility, and prefer to be directed by others.
3. People are inherently self centered and indifferent to organizational needs and goals.
4. People are generally gullible and not very sharp and bright.

These assumptions lead to a hard approach consisting of close supervision, centralized structure, autocratic leadership and tight controls. Managers subscribing to these views about human nature put forth three propositions:

1. Management is responsible for organizing the elements of productive enterprise-money, materials equipment; people-in the interest of economic needs.
2. With respect to people, management involves directing their efforts, motivating them, controlling their actions and modifying their behavior to fit the needs of the organization.
3. Without active intervention by management, people would be passive - event resistant to organizational needs. They must therefore be persuaded, rewarded, punished and controlled to get them to put forth their efforts towards the achievement of organizational goals.

**Theory Y:** McGregor points out that theory 'X' assumptions are not true representation of human nature and the approach based on such assumptions fails to satisfy the higher level needs of people. He has propounded 'Theory Y' which he believes better represents human behavior. Theory 'Y' is based on the following assumptions:

1. People are not by nature passive or resistant to organizational goals.
2. They want to assume responsibility.
3. They want their organization to succeed.
4. People are capable of directing their own behavior.
5. They have need for achievement.

Theory Y assumptions suggest a new approach to management characterized by:

- A. democratic leadership;
- B. participation in decision making;
- C. self control;
- D. management by objectives;
- E. job enrichment;
- F. decentralization; and
- G. employees should be treated as mature, responsible and self motivated individuals.

Recent research undertakings in the behavioral sciences reveal that, Theory 'Y' assumptions may be more valid than those of Theory 'X.' However, an amalgamation of both the theories may be more effective in practice than either of the two alone. The central principles which derive from Theory 'Y' is that of integration, the creation of conditions such that members of the organization can achieve their own goals best by directing their efforts towards the success of the enterprise. The goals of individual employees should be so integrated with organizational goals so that that job becomes the means by which employees can achieve self control, sense of achievement and competence.

### Argyris's Theory

Argyris has developed his motivation theory based on proposition how management practices affect the individual behavior and growth. In his view, the seven changes taking place in an individual's personality make him/her a mature one. In other words, the personality of an individual develops from immaturity to maturity. Argyris views that immaturity exists in

individuals mainly because of organizational setting and management practices such as task specialization, chain of command, unity of direction and span of management. In order to make individuals grow mature, he proposes gradual shift from the existing pyramidal organization structure to humanistic system, from existing management system to the more flexible and participative management. He states that such situation will satisfy not only their physiological and safety needs, but also will motivate them to be ready to make more use of their potential in accomplishing organizational goals.

**Vroom’s Expectancy Theory**

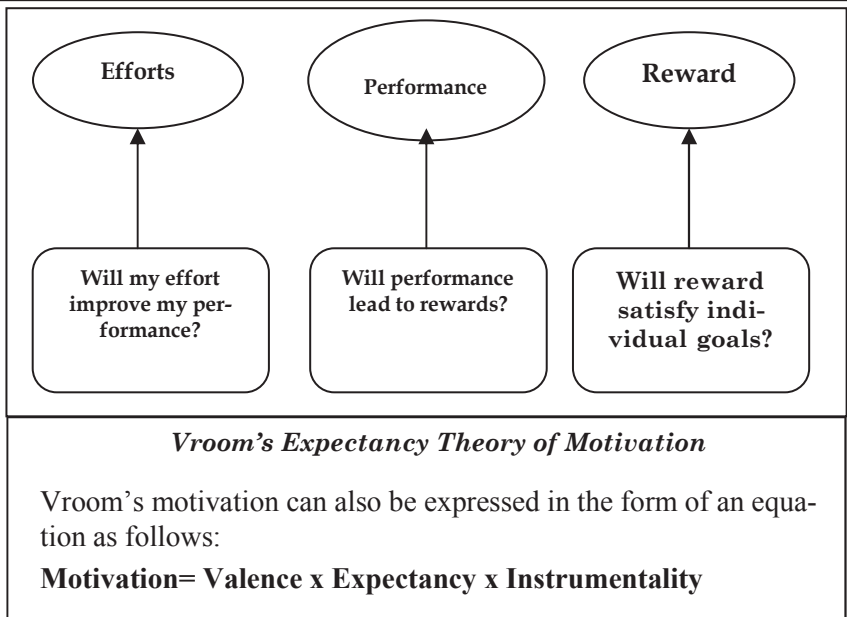
One of the most widely accepted explanations of motivation offered by Victor Vroom is his Expectancy Theory. It is a cognitive process theory of motivation. The theory is founded on the basic notions that *people will be motivated to exert a high level of effort when they believe there are relationships between the effort they put forth, the performance they achieve, and the outcomes/rewards they receive.*

The relationships between notions of efforts, performance and rewards are depicted in the figure illustrated below. Thus, the key constructs in the expectancy theory of motivation are:

**Valence:** Valence, according to Vroom, means the value or strength one places on particular outcome or reward.

**Expectancy:** It relates efforts to performance.

**Instrumentality:** By instrumentality, Vroom means, the belief that performance is related to rewards.



Being the model of multiplicative in nature, all the three variables must have high positive values to imply motivated performance choice. If any one of the variables approaches to Zero level, the possibility of the highly motivated performance could also touch zero level.

However, Vroom’s expectancy theory has to face certain critics some of whom are the following:

1. Critics like Porter and Lawler labeled it as a theory of cognitive hedonism which proposes that an individual cognitively chooses the course of action that leads to the greatest degree of pleasure or the smallest degree of pain.
2. The assumption that people are rational and calculating makes the theory idealistic.
3. The expectancy theory does not describe

individual and situational differences.

But the valence or value of people on various rewards varies. For example, one employee prefers salary to benefits, whereas another person may go opposite to this preference. The valence for the same reward as well varies from situation to situation.

In spite of critics like these ones, the greatest point in the expectancy theory is that it explains why a significant segment of work force exerts low levels of efforts in carrying out job responsibilities.

**Porter and Lawler’s Expectancy Theory**

Porter and Lawler’s theory is an improvement over Vroom’s expectancy theory. They speculate that motivation does not bring about equal satisfaction or performance among employees. The model

suggested by them encounters some of the simplistic traditional assumptions made about the positive relationship between satisfaction and performance. They proposed a multi-variate model to explain the complex relationship that exists between satisfaction and performance. What is the main point in Porter and Lawler's model is that effort or motivation does not lead directly to performance. It is, in fact, mediated by abilities and traits and by role perceptions. Ultimately, performance leads to satisfaction.

probability.

**Performance:** One's effort leads to his/her performance. Both may or may not be equal. However, the amount of performance is determined by the amount of labor and the ability and role perception of the employee. Thus, if an employee possesses less ability and/or makes wrong perception, his/her performance may be low in spite of his putting in great efforts.

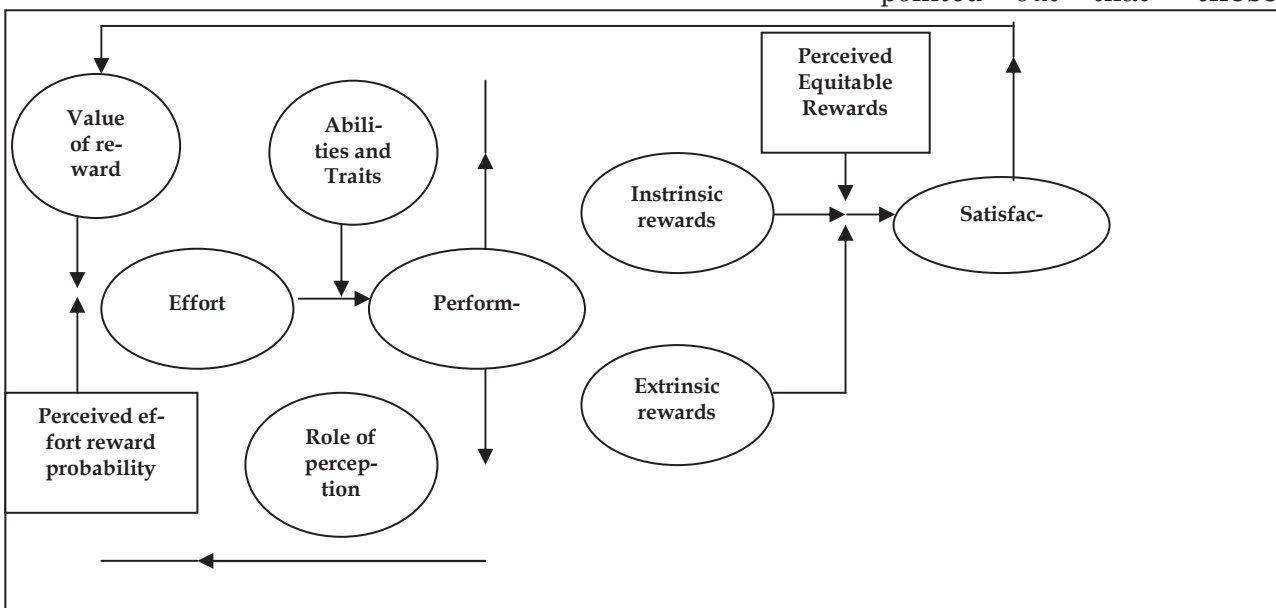
**Satisfaction:** Performance leads to satisfaction. The level of satisfaction depends upon the amount of rewards

(such as working conditions and status). However, the intrinsic rewards are much more likely to produce attitudes about satisfactions that are related to performance.

In addition, the perceived rewards vitally affect the performance-satisfaction relationship. They reflect the fair level of rewards that the individual feels should be given for a given level of performance.

**Implications of the Theory**

Based on the result of the study, Porter and Lawler pointed out that "those



The main elements of the model are briefly discussed below:

**Effort:** Effort refers to the amount of energy an employee exerts on a given task. How much effort an employee puts in a task is determined by two factors which are

- (a) value of reward and
- (b) perception of effort = reward

achieved. If the amount of actual rewards meet or exceed perceived equitable rewards, the employee will feel satisfied. On the contrary, if actual rewards fall short of perceived ones, s/he will be dissatisfied.

**Rewards:** Performance is seen as leading to intrinsic rewards (such as sense of accomplishment and actualization) and extrinsic

variables presumed to affect performance turned out to show relations to performance, and those variables presumed to result from performance also typically were related to performance." The model suggests that managers should carefully assess their reward structures and

through careful planning and clear definition of role requirements, the effort-performance-reward-satisfaction system should be integrated into an entire system of managing.

### SIGNS AND PRACTICAL STEPS IN MOTIVATION

The attitudes and behavior of employees very often reflect motivation or the lack of it. The following are some examples of the signs of motivation:

- ✦ high performance and results being consistently achieved;
- ✦ the energy, enthusiasm and determination to succeed;
- ✦ unstinting co-operation in overcoming problems;
- ✦ the willingness of individuals to accept responsibility; and
- ✦ willingness to accommodate any necessary change(s).

Conversely, employees who are de-motivated or who lack proper motivation often display:

- ✦ apathy and indifference to the job;
- ✦ a poor record of time-keeping and high absenteeism;
- ✦ an exaggeration of effects/difficulties encountered in problems, disputes and grievances;
- ✦ a lack of co-operation in dealing with problems or difficulties;
- ✦ unjustified resistance to change; etc.

It has been said that there are four kinds of people in the world. These are:

1. people who watch things happen;
2. people to whom things happen;
3. people who do not know what

- is happening; and
4. people who make things happen.

If managers are to be the ones who make things happen through other people, they must be aware of how they can get people to work willingly and well to increase people's satisfaction in their job in order to maintain or achieve the organization's efficiency.

Every manager must then follow the following steps in motivation:

**1. Make Subordinates Feel Valued:** A manager or supervisor can make subordinates feel valued by:

1. regularly monitoring the subordinate's work;
2. sharing an interest in subordinates' lives and in whatever they hold important;
3. creating an atmosphere of approval and cooperation;
4. ensuring every subordinate understands the importance of his or her contribution to the team's (department's or organization's ) objectives; and
5. by ensuring every subordinate understands the functions and philosophy of the organization and why work matters.

**2. Provide Opportunities for Development:** Managers/supervisors can provide their subordinates with opportunities for development by:

1. setting standards and targets for all subordinates;
2. providing on and off the job training and scholarships;
3. arranging any necessary internal and external contracts;
4. using subordinates to train others in the specialist skills they may have; and

5. by structuring or grouping tasks to use the subordinates' skills or gifts to the fullest.

**3. Recognize achievements:** Recognition of achievements is an essential factor of motivating subordinates. Managers are therefore expected to recognize their subordinates' achievements by:

1. praising and communicating individual successes;
2. reporting regularly on the teams' progress;
3. conducting regular meetings to monitor and counsel on an individual progress towards targets; and
4. by explaining the organization's results and achievements.

**4. Provide a challenge:** Managers can enhance the motivation of their subordinates by providing challenges in the work environment. This could be by:

1. setting and communicating the team's (department's/ organization's) objectives;
2. providing scope for individuals to take greater responsibility; and
3. by encouraging ideas, and where practiced, by allowing subordinates the responsibility for implementing them.

### APPROACHES OF MOTIVATION

The approaches or the basic principles of motivation can be categorized into two, namely, 'Carrot and Stick approach of motivation' and 'motivation through good leadership'. Brief explanation of these principles is given below:



### 1. Carrot and Stick approach of motivation

Carrot and stick approach of motivation is based on the 'principles of reinforcement'. The carrot and stick approach of motivation comes from the old story that the best way to make a donkey move is to put a carrot out in front of him or bang him with a stick from behind. The carrot is the reward for moving and stick is the punishment for not moving. The carrot and stick approach of motivation thus takes the same connotation here. In motivating people for behavior that is desirable, some carrots, rewards, as money, promotion, and other financial and non-financial factors, are used; some sticks/punishments are used to push the people for desired behavior or to refrain from undesired behavior. The punishment may be defined as presenting an aversive or noxious consequence contingent upon a response.

Though in various theories of motivation, the terms carrot and stick are avoided, these still form the basis of motivation if administered properly. The organization requires certain controls and influences over its external and internal environment.

The role of carrots has been adequately explained by various theories of motivation when these analyze what people want to get from their performance, that is, the positive aspect of behavior and its rewards. Such rewards may be both financial and non-financial. The stick also pushes people to engage in positive behavior or overcoming negative behavior, through its role is not as forceful as the role of carrot in getting positive behavior in most of the cases. The basic reason for this phenomenon is that stick is not controlled by the organization alone but many other forces also come in the picture. In order to

make the stick more effective, the following points should be taken into consideration when using it:

1. Punishment is effective in modifying the behavior if it forces the person to select a desirable alternative behavior that makes him/her a candidate for any reward.
2. Punishment is more effective if applied at the time when the undesirable behavior is actually performed.
3. Punishment must be administered with extreme care so that it does not become reward for undesirable behavior. A punishment, from one point of view, may become a reward for the person concerned.

The mixture of both carrot and stick should be used judiciously so that both have positive effects on the motivational profile of the people in the organization.

### 2. Motivation through Good Leadership

The effective manager must consider three inter-related aspects of leadership:

- **The Task:** How s/he can get the job done;
- **The Individual:** What contribution can each employee make in pursuit of their goal, and how will s/he be affected; and
- **The Group:** How s/he can build and sustain a co-operative team.

With regard to the 'Task,' the manager should:

- tell people the reasons for doing the job; and
- give each person something to aim, for a target, which will ensure the successful outcome of the job.

With regard to the 'Individual,' the manager should:

- know and understand each person's needs (the key). The

needs may include money, security, status and teamwork;

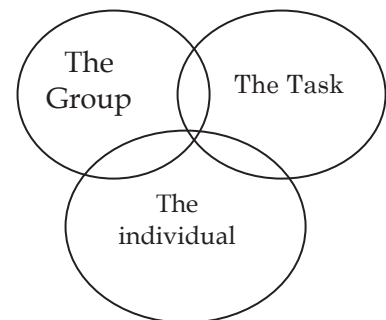
- know how to approach each one;

- try to remove dissatisfaction;
- give each person the opportunity to achieve;
- show sincere appreciation;
- see that they have the right tools;
- give staff credit for initiative and intelligence;
- consult;
- listen to suggestions;
- see that each employee is fairly paid;
- set a good example; and
- require high standards.

With regard to the 'Group' or team, a manager should:

- emphasize the common interest shared by the team and the organization; make **work** the group's objective;
- look after the group - both collectively and individually; and
- help to create and maintain a pride in the organization.

The inter-relationship of the three aspects of leadership can be illustrated as shown in the figure below:



*Inter-related aspects of motivation*

The three circles add up to a single statement, "We will work better if we are being treated like responsible people whilst we get on with it, and if we know that we are playing an important role in a successful team."

## ESSENTIALS OF A SOUND MOTIVATIONAL SYSTEM

A sound system of motivation is expected to fulfill the following requirements:

i. **Productive:** The motivation system should not only satisfy the individual needs of employees but it should also serve the interests of the organization. This is possible when the motivational system reflects the objectives and philosophy of the organization.

ii. **Simple:** The system should be simple to understand by employees and easy to apply. Employees work towards the achievement of organizational goals only when they perceive a direct relationship between effort and reward.

iii. **Competitive:** The cost of the system should be reasonable and there should be adequate attraction for employees to remain in the organization. The system should not be inferior to the one adopted by the competitors.

iv. **Comprehensive:** A sound motivational system must cater to the individual requirements of all employees and it should cover all types of activities. It is essential that a careful study of individual needs, degree of intensity and prospective consequences of satisfying or not satisfying them should be made and duly provided for in the motivational system. The system should consist of both financial and non-financial incentives.

v. **Flexible:** An effective motivational system must be flexible and not rigid. It should be capable of being adjusted easily and quickly to changes in the needs of employees. The incentives should be designed and applied according to the individual differences among employees. This calls for a continuous review and appraisal of the system.

vi. **Regular:** The system should be a permanent feature of the organization. An ad-hoc system fails to provide adequate motivation in a continuing

basis.

## CONCLUSION

The performance of an individual depends on his/her ability backed by motivation. Whatever skill and competence a person may have, unless s/he has the desire to accomplish a given task s/he will not be performing to the required level. Thus, it is when employees develop both ability and desire to accomplish the given tasks that an organization can become successful. Therefore, managers need to give due attention to employee motivation. Motivated employees always look for better ways of doing jobs; they are quality oriented. Highly motivated employees are more productive than apathetic employees. They develop the decision to participate and produce. This implies that, to get the best from their employees, organizations need to have a sound motivation system. It is through motivation that they can exploit the skills and competencies of their workers and be productive.

Employees should feel that they are reasonably rewarded for the services they provide, so that they will be stable. Lack of motivation is likely to result in high rate of turnover. And high turnover implies significant reduction in skill and efficiency and reduces output for the organization. Replacing highly skilled and experienced workers is also costly. It involves time and facilities for recruitment and training. However, by adopting sound motivation system, organizations can significantly minimize the rate of turnover and create a stable working environment. Therefore, managers at all levels of the management echelon are required to identify the needs of their subordinates and try to address them. They should know what motivates their subordinates and accordingly design a motivation system that would enable them to fulfill the needs identified, and enhance the motivation of their subordinates. In summary, motivating employees is the prime responsibility of managers, and should be given due consideration. By and large, it goes without saying that

motivation plays an important role in an organization's journey to success.

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